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Welcome to the Sports Management Handbook 2013

Last year was the most extraordinary ever for British sport and the Olympics and Paralympics have left a very warm glow from a job well done and inspired the nation.

They've also bound the UK in subtle ways with Brazil and the team in Rio and as the handover commences, many UK organisations and companies are already being invited to begin the knowledge transfer and take up contracts to supply goods and services to the next Games.

This is just one example of how the world of sport is becoming more connected and where once *Sports Management* focused almost exclusively on UK sport, our readership is growing more global and the demand from readers for information about best practice and innovation from the best in the world is inspiring us to extend our coverage to share this know-how.

We're also inspired by how sport can break down social and cultural barriers and heal communities and in this edition of the *Sports Management Handbook* we pick up the thread of Peace and Sport and look at ways in which our fundamental need to move, to play and to exercise has brought people together and created camaraderie and opportunity in some of the most challenging places on earth (page 40).

The sports market is doing well, growing at 7 per cent a year between 2011 and 2012 in the UK and outpacing most other areas of the economy, as we show in our statistics roundup from the Sports Industry Research Centre on page 70.

We hope you enjoy this edition of the Handbook and that you'll get in touch with suggestions, feedback and contributions for the next edition.

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



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74 Temporary arenas are the way ahead



64 Camping at sports events



40 Sport can unite people in unlikely places



70 Consumer expenditure is on the up



56 Sports organisations are investing in museums and visitor attractions to entertain fans

5 WELCOME

Liz Terry welcomes you to the Sports Management Handbook 2013.

6 CONTENTS

8 DEVELOPMENT PIPELINE

A run-down of future arenas, stadiums, swimming pools, training/sports centres, academies, tennis centres and ice rinks.

36 SPORTS EVENTS CALENDAR

A summary of international sports events being held from 2013 to 2014.

38 DIARY DATES

A round-up of the key international sports conferences and exhibitions in 2013.

ANALYSIS AND TRENDS

40 PLAYING FOR AMNESTY

An apolitical international initiative called Peace and Sport is striving to unite communities living in crisis around the world by promoting local sports projects.

46 ATTRACTING FANS TO THE GAME

Iain Edmondson of London & Partners tells us why London has become the number one sporting and live events destination.

50 EVOLUTION OF SUPER THEATRES

Populous looks at how indoor arenas have evolved from their humble beginnings as stages for theatrical performances to "super theatres" hosting live sports events.

56 SPORTS MUSEUMS & ATTRACTIONS

Fans interested in the culture of sport are bolstering the growing trend for sports attractions and visitor centres, explains Terry Stevens of Stevens & Associates.

64 GETTING INTENSE

A pop-up campsite scheme called Campingninja provided accessible and low-cost accommodation for visitors attending sports events in London during the Games.

70 ACTIVE NATION GETS A BOOST

Increased consumer spending within the growing sports market has benefitted the economy. A trend that looks set to continue, according to Themis Kokolakakis from the Sports Industry Research Centre.



80 Does synthetic turf beat a grass pitch?



46 London is targeting major events



50 Traditional indoor arenas are being replaced by "super theatres" to entertain huge audiences

74 LIFE'S A BEACH

A look at how temporary infrastructure can be sustainably and efficiently built to provide stadia and arenas able to meet the needs of sports activities and events.

80 SYNTHETIC TURF: COST & BENEFIT

Consultants KPMG analyse the Synthetic Turf Study in Europe in order to provide a cost-benefit assessment of whether synthetic surfaces are preferable to traditional grass pitches.

84 RISE OF MAJOR EVENT AGENCIES

Simon Molden from The Sports Consultancy offers advice on why nations should establish dedicated bidding teams to attract and win world-class events.

RESOURCES

88 COMPANY PROFILES

Find out about the top suppliers and companies from across the industry.

104 PRODUCT BRIEFING

A round-up of the latest products and innovations to hit the sport sector.

116 SPORTS FEDERATIONS

A comprehensive contact list of major international federations and associated members from SportAccord.

124 INDUSTRY ASSOCIATIONS

Full contact details for the key industry associations within the sector.

128 ARCHITECTS & DESIGNERS

A list of architects and designers who work on high-profile developments within the international sports industry.

132 CONSULTANTS & RESEARCH

International consultancy and research company listings .

138 ADDRESS BOOK

A comprehensive list of global sports-specific product and service suppliers.

148 PRODUCT SELECTOR

Locate sports-related product and service suppliers by category.

153 WEB DIRECTORY

OPENING 2015

Copenhagen Arena

Copenhagen, Denmark

A team led by Denmark-based 3XN Architects has won an international design competition for the development of a new indoor arena complex in the Ørestad area of Copenhagen.

HKS Architects, Arup Sport, ME Engineers and Planit form part of the team, with the facility to be divided into a plinth and a top under the successful Copenhagen Arena proposals.

The design of the plinth element allows for the creation of a number of spaces and niches to be used for recreational purposes and for regulating the movement of spectators.

The top of the 35,000sq m (376,740sq ft) building will boast a semi-transparent wave-like façade made of yellow terracotta and glass, allowing light to reach the foyer and people on the outside to glimpse the activities taking place on the inside.

Due for completion during the second half of 2015, Copenhagen Arena will be able to cater for 15,000 people standing or 12,500 seated.

● www.3xn.dk



The arena accommodates numerous spaces



The pre- and post-show experiences will be improved at the revamped NIA

OPENING 2014

National Indoor Arena (NIA)

Birmingham, UK

A major £20.6m (€25.3m, US\$33.1m) renovation of the National Indoor Arena (NIA) in Birmingham, UK, is set to deliver improved facilities and a greater emphasis on the pre- and post-show experience.

Designs for the scheme were drawn up by Broadway Malyan and aim to transform the venue into the "next generation of arena" for the city. The modernisation plans have been designed to make the most of the NIA's canal-side location and include a new entrance from Brindleyplace offering glazed views over the water and the city.

An extra 5,926sq m (63,787sq ft) of pre- and post-show retail opportunities will add to the 7,500sq m (80,729sq ft) of refurbishment work planned at the NIA, which has not received any improvements since first opening in 1991, but is now looking to safeguard its long-term future as a major sports and entertainment facility.

The new development will mean improved facilities for performers and promoters, with a new look on the concourse and more hospitality options for visitors.

Owing to the NIA's partnership with Barclaycard, the venue will reopen at the end of 2014 under the new name "The NIA, A Barclaycard Unwind Experience". Construction work commenced early this year.

● www.thenia.co.uk

OPENING 2014

Derby arena

Derby, UK

Construction work is underway on the £24m (€29.4m, US\$38.6m) multi-use sports arena in Derby. Located near Derby's Pride Park Stadium, the 14,500sq

m (156,077sq ft) arena will feature a 250m indoor cycling track and a 1.5km (0.9-mile) outdoor closed cycle trail. In the centre of the indoor cycling track will be a sports infield housing 12 badminton courts and hospitality facilities. The venue will be able to host 5,000 spectators.

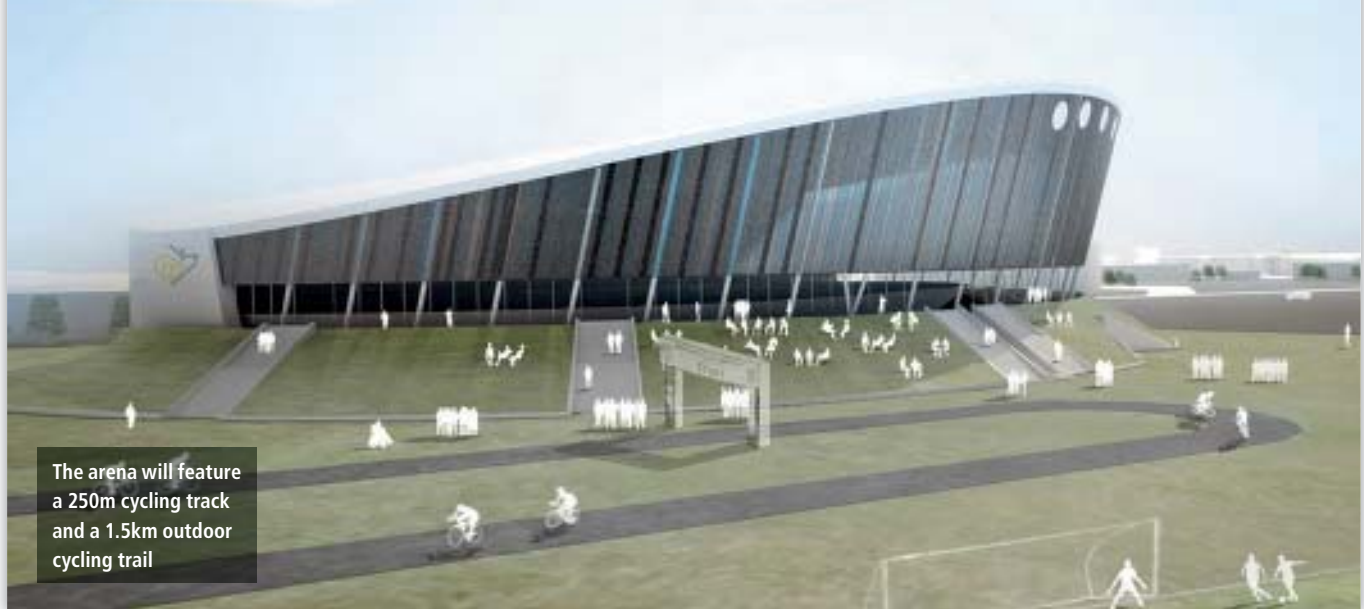
Designed in partnership by architects Mace and FaulknerBrowns, the arena will be built on the site of an existing park-and-ride

facility and is due for completion in early 2014. Bowmer and Kirkland have been appointed as contractors for the project.

Sport England has injected £3m into the funding of the new arena through its Iconic Facilities fund, which drives its Olympic and Paralympic legacy planning and investment activity.

● www.derby.gov.uk

The arena will feature a 250m cycling track and a 1.5km outdoor cycling trail



OPENING 2014

Fanja sports complex

Wilayat of Bidbid, Oman

Oman-based football club Fanja has signed a US\$300m (€229m, £186m) investment deal to construct a destination sport resort with a luxury hotel, villas and sports facilities.

Located at A'Saih al Ahmar in the Wilayat of Bidbid, the investment will create 14 multipurpose facilities, including sports, tourism, sports medicine and entertainment complexes. Fanja hopes to have the sports complex open by 2014.

The contract was signed by the club's chair Himyar bin Nasser al-Ismaili and the CEO of the company, making the investment via the Oman-Kuwait Partnership.

The hotel and 60 villas will be used to accommodate sports teams. Other facilities will include an indoor hall housing handball, basketball and volleyball courts. The investment will also feature a power sports athletic area, a centre for water sports, a cinema hall, a bowling alley, a football academy and a sports medicine complex. Further facilities include football pitches, tennis courts, a golf course and a spa.

OPENING 2013

Worcester Arena

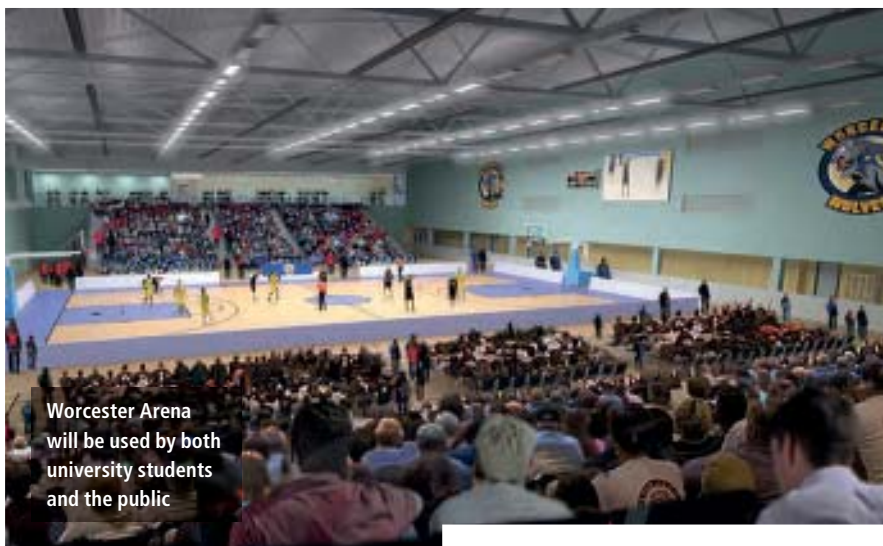
Worcester, UK

The new £15m (US\$24.1m, €18.4m) Worcester Arena under development at the University of Worcester (UW), UK, is due to open its doors to both the university's students and the general public in 2013.

The 5,300sq m (57,050sq ft) arena is being built on a former fruit and vegetable market site located between the university's St John's and City campuses.

The facility will boast a 12-court sports hall, with retractable seating for up to 2,000 people, and multiple courts capable of holding three tournaments at one time. It will also be the home ground for the local Worcester Wolves basketball team.

Roberts Limbrick Architects are behind the designs for the new sports complex, which is set to become a new national centre of excellence for disability sport, including blind football and wheelchair basketball. It will also benefit athletes with a mobility impairment and accommodate up to 400 children taking part in Sport England's Learning Through Sport programme.



Worcester Arena will be used by both university students and the public

An additional Riverside complex will cater for games and activities, dance and fitness, as well as martial arts and boxing.

Sport England is contributing £1.5m (US\$2.4m, €1.8m) towards the project through its Iconic Facilities fund. Additional investment is being provided by England Basketball and England Badminton.

● www.worcesterarena.com



OPENING TBC

Seattle arena

Seattle, WA, USA

Seattle mayor Mike McGinn and King County executive Dow Constantine are building a US\$490m (£304m, €373m) ice hockey and basketball arena in the city.

Confirmation of the self-funded project comes after private investor Christopher Hansen submitted a proposal to city and county authorities for the new sports facility.

Hansen plans to raise US\$290m (£180m, €221m) in private sector investment towards the new 18,000-seat arena, while looking to acquire a National Basketball Association (NBA) team. A partner will also be sought to recruit a National Hockey

League (NHL) team to play at the venue, with the remaining US\$200m (£124m, €152m) building costs to be met by tax revenues generated by the facility.

An agreement stipulates that the scheme must not result in new taxes and that any revenue shortfalls must be met by private funding.

● www.seattle.gov



Once completed, the three new stands will boost Ravenhill's capacity to 18,000

OPENING 2014

Ravenhill rugby grounds

Belfast, Northern Ireland

Ulster Rugby has secured £14.7m (€18m, US\$23.7m) for the redevelopment of Ravenhill rugby grounds, Belfast, Northern Ireland.

Northern Ireland Department of Culture, Arts and Leisure will provide the funding and it's expected that the redevelopment work will be complete by Summer 2014.

Three new stands will be built at the new rugby ground that will see the capacity rise from 11,400 to 18,000.

Northern Ireland contractor Gilbert Ash will carry out the construction, with the first phase expected to be complete by June 2013. This phase features two new stands at the Memorial and Aquinas ends of the grounds. The new Memorial End stand will provide covered seating for approximately 2,400 people with terracing for a further 1,350 fans. It will house a ticket office, a

shop, catering facilities and a new educational facility. The educational facility will promote the benefits of nutrition, a healthy lifestyle and the values of sport.

The Aquinas stand will be the new family area of the ground, providing covered seating for 2,100 people, with terracing for a further 1,300 fans. It will house new team changing facilities, treatment rooms and an indoor training surface, as well as match-day media facilities. It will also become the Ulster senior squad's new training base with a gym, meeting rooms and facilities.

The second phase of the construction project will see the demolition of the existing main stand and the building of a replacement grandstand to accommodate a further 3,450 seated spectators, with the new promenade providing standing for approximately 3,400 fans.

With the increased number of spectators, the rugby ground will be large enough to host Heineken Cup quarter final games.

● www.ulsterrugby.com



Raising the stadium will prevent flooding

OPENING TBC

Gloucester stadium

Gloucester, UK

Gloucester City Football Club has unveiled its proposals for the development of a new £5m (€6.1m, US\$8m) stadium in the city.

The venue would be built on the site of the club's former Meadow Park stadium, which was destroyed by the great Gloucestershire floods in 2007. An image showing the submerged stadium, with only the crossbars of the goals visible, became synonymous with the floods.

Since 2007 Gloucester City has been forced to play its home games at the grounds of Forest Green Rovers, Cirencester Town and, most recently, at Cheltenham Town.

As part of plans for the modern stadium, the club aims to raise the entire ground site by three metres (10 feet) while also raising 120 metres (394 feet) of existing flood defences along the River Severn.

● www.gloucestercityafc.com

OPENING TBC

National Stadium

Addis Ababa, Ethiopia

A design team has been appointed to work on the construction of a new national stadium for football and athletics on a 60 hectare (148 acre) site in Addis Ababa, Ethiopia.

Designsport and the Laboratory for Visionary Architecture (LAVA) have been appointed to design the 60,000-seat venue in conjunction with Ethiopia-based JDAW Consulting.

Construction work is due to start in 2014, with the development comprising an athletics track; indoor and outdoor aquatic centres; outdoor pitches, sports halls and arenas; a residential village and sports arenas alongside the main stadium.

The contract was awarded to the design team by the Federal Sport Commission, following a global competition. The stadium will be designed to FIFA and Olympic standards.

It will provide a high-performance training centre for elite athletes, major international sporting events and for the local community.

● www.l-a-v-a.net



The national stadium will cover 60 hectares



The improved DePauw complex will provide a competition field and a stadium seating 750 fans

OPENING TBC

DePauw University

Greencastle, Indiana, USA

DePauw University in Greencastle, Indiana, US, has received a US\$5m (£3.1m, €3.8m) donation to support improvements to its sports fields. These will be undertaken as part of a new athletics and recreation masterplan for the university.

The private donor investment will allow for the construction of a new multi-purpose stadium for DePauw's men's and women's

varsity soccer and lacrosse teams.

The stadium will serve as the southern anchor of the University's athletics campus. The new multi-purpose complex will provide a competition field, four varsity locker rooms and stadium seating for 750 fans. Additional funds will be raised for an adjacent field for practices and training.

The masterplan, developed with the assistance of athletics facilities architectural firm Hasting+Chivetta, also calls for a number of enhancements to softball, tennis, field hockey, golf and baseball facilities.

● www.depauw.edu

OPENING TBC

Ageas Bowl cricket stadium

Southampton, UK

Eastleigh Borough Council (EBC), UK, has announced that all outstanding issues surrounding a proposed development at Southampton's Ageas Bowl cricket stadium, UK, have finally been resolved.

With the financial and legal conditions now satisfied, the local authority will proceed with the acquisition of the 167 acre (68 hectare) site on which the venue stands.

The land purchase – first approved in 2011 – will allow for the development of a new hotel and conference centre, which will be worth £55m (€67.5m, US\$88.6m) a year to the local economy.

● www.eastleigh.gov.uk



Removing pillars will improve views and comfortable seating will be installed

OPENING 2014

Fulham Football Club
London, UK

Fulham Football Club (FFC) is upgrading its Riverside Stand at Craven Cottage stadium in the London Borough of Hammersmith and Fulham, UK. The project will increase the venue's capacity from 25,700 to 30,000, while also including a number of improvements to the grounds, such as the removal of pillars that currently obstruct views and the incorporation of more comfortable seats. The KSS-designed project will create a new riverside walkway along the Thames Path between Hammersmith and Putney, which will feature cafés and restaurants.

● www.kssgroup.com

OPENING 2017

Inter Milan stadium
Milan, Italy

China Railway Construction Corporation (CRCC) has confirmed that one of its subsidiaries is "in negotiations" over a new stadium for Italian football club Inter Milan. According to a statement, China Railway 15th Bureau Group Co is in talks with Inter Milan over the development of the venue at San Donato in Milan, Italy. A spokesper-

son for Inter Milan said the new stadium is expected to be completed by 2017, while all parties will be involved in selecting sites and appointing the project team.

It comes after Internazionale Holding announced that a group of Chinese investors had acquired a stake in the Serie A club, becoming the second largest shareholder. The investors will be represented on the board by Kamchi Li, Kenneth Huang and Fabrizio Rindi. CRCC is not thought to be part of the consortium.

● <http://english.crcc.cn>

OPENING TBC

Wimbledon Greyhound Stadium
Wimbledon, UK

Wimbledon Greyhound Stadium in Wimbledon, UK, could become a 10-15,000-seat football stadium in a proposal put forward by the Greyhound Racing Authority.

The proposal also includes 450-500 homes and a substantial retail store, and will include community benefits such as coaching courses to promote sport to young people across London.

The Greyhound Racing Authority will consult with partners over the coming months to flesh out the plans.

● www.afcwimbledon.co.uk

OPENING TBC

Mosaic Stadium
Regina, Canada

The City of Regina in Canada has unveiled new stadium plans to replace the existing Mosaic Stadium.

The 33,000-seat stadium was inspired by the prairie sky and will feature a sunken bowl design, a spectator roof to control the wind, improved comfort thanks to individual seats, and better views. There will also be multi-purpose lounges, outdoor spaces and a new plaza.

● www.regina.ca

OPENING TBC

Taiwhanga Hakinakina

Christchurch, New Zealand

A covered sports and entertainment stadium has been proposed as part of a “recovery plan” for the earthquake-hit city of Christchurch in New Zealand.

Christchurch Central Development Unit (CCDU) has compiled the Christchurch Central Recovery Plan, which sets out a “bold vision” for the city going forward.

The stadium will have seating for up to 35,000 spectators and be located to the east of The Frame, a new central core for the city featuring numerous uses.

It will boast 4,300 demountable seats to allow for the scaling of events, while the design will allow for the option of a fixed, transparent roof above a natural turf pitch.

Christchurch City Council will build the stadium in partnership with a range of stakeholders, such as the New Zealand government and the Canterbury Earthquake Recovery Authority.



The sports and events stadium will feature an optional transparent roof above the turf pitch

Meanwhile, the recovery plan includes the refurbishment of the existing Cricket Oval at Hagley Park, which will be brought up to standard for international Test matches.

A new Metro Sports Facility will also house a 50m, 10-lane competition pool and an indoor stadium with eight indoor courts as well as a high-performance centre for coaching/training.

A spokesperson for the authority said the CCDU's role is to explore the range of facilities needed for Christchurch, with design and building work to follow, adding that the covered stadium concept had been discussed before and follows the construction of the Forysth Barr Stadium in Dunedin.

● <http://ccdu.govt.nz/the-plan>

OPENING TBC

UWE Stadium

Frenchay, Bristol, UK

Bristol Rovers Football Club (BRFC) has been given the green light to proceed with its new stadium development on land next to the University of the West of England's (UWE) Frenchay campus.

The Arturus Architects-designed project will feature a 21,700-seat sta-

dium to provide a new home for the club. Gleeds, Pegasus Planning Consultants and TPA have also been involved with the plans.

Bristol Rugby Club will also relocate to the new venue, which is to feature a bowl design and will meet all FIFA and International Rugby Union standards.

Facilities will include a 1,280sq m (13,778sq ft) gym, a 784sq m (8,439sq ft) supporters club bar, a jogging track, a hospitality suite and a teaching space.

● www.bristolrovers.co.uk



Bristol Rugby Club will relocate to the venue

OPENING 2013

nib Stadium

Perth, Australia

Western Australia sport and recreation minister Terry Waldron has helped mark the start of work on a AU\$95.14m (£62.1m, €76.2m, US\$99.9m) redevelopment of Perth's nib Stadium.

The project includes the dismantling of the temporary eastern and southern grandstands and the construction of replacement stands and a new playing surface.

BGC Construction has been appointed lead contractor, with the new east stand to house new catering and toilet facilities; open corporate boxes seating 420; and a barbeque terrace. A new uncovered permanent south stand will house two large video screens, while a new PA, CCTV and pitch lighting system will be installed.

Completion of the major construction work is expected by Spring 2013.

● www.mediastatements.wa.gov.au



Replacement grandstands will be installed

OPENING TBC

Stadium development

Truro, UK

A group behind plans to establish a new stadium development near Truro in Cornwall, UK, has said it "remains positive", despite the local authority's decision not to provide funding support.

In 2012, it was revealed that a private sector partnership would be taking the project forward at the Langarth Farm site near Threemilestone, which has secured

planning approval. However, Cornwall Council has now confirmed that Cornwall Community Stadium Ltd (CCSL) has been unable to raise the necessary funds and has requested public support.

Members of the full council voted 55-to-46 against taking a lead in the stadium project at a meeting last May, while also rejecting further scrutiny of the proposals.

Cornwall Council leader Alec Robertson has written to CCSL to confirm that cabinet members are not considering a request for funding towards the plans.

● www.cornwall.gov.uk

OPENING 2018

Perth Stadium

Perth, Australia

Western Australia's (WA) Liberal-National state government has set out the masterplan for Perth's new stadium and a surrounding recreation precinct on the Burswood Peninsula.

International design firm Populous has been appointed to design the complex, with the state investing AU\$375m (£245m, €301m, US\$394m) of funding.

At the centre of the development will be the third largest stadium – in terms of capacity – in Australia and the second largest Australian Football League home venue. It will feature an initial capacity of 60,000 but could be expanded to 70,000. Events will include Australian Rules football and rugby. Around the venue will be spaces for supporters to have a pre-game "kickabout", while the plaza has been designed as an "active place", hosting a range of food and beverage options.

Other elements incorporated into the masterplan include a flexible design to allow for the hosting of major events and the development of Perth as a "river city".

Pre-construction site work is expected to commence by mid-2013, with the new stadium due to open in time for the 2018 Australian Football League season.

● www.perthstadium.com.au

OPENING TBC

Don Valley stadium

Sheffield, UK

Don Valley Stadium in Sheffield is to be transformed into a £40m “sports and wellbeing park”.

The plans, described as the most comprehensive Olympic legacy project outside of London, would see the demolition of the existing Don Valley stadium - creating a continuous site of 25 acres between a new stadium and the English Institute of Sport.

At the heart of the planned development is a new stadium - providing a new home for the Sheffield Eagles (Rugby League) and Titans (Rugby Union) teams - as well as new venues for basketball, gymnastics and snooker. A High Performance Centre, linked with Sheffield Hallam University, would also be created along with a new National Centre for Sport and Exercise Medicine. The Woodbourn Road athletics site would also be redeveloped into a 60-80 metre indoor facility to provide all-weather training facilities.

● www.donvalleystadium.co.uk



The redevelopment scheme will cost £40m



The new sports and entertainment precinct will be built in central Sydney

OPENING TBC

Sydney Cricket & Sports Ground Sydney, Australia

A new masterplan has been revealed by the Sydney Cricket Ground (SCG) Trust for the creation of a new sports and entertainment precinct in central Sydney, Australia.

The long-term vision contains and links the SCG itself with the Allianz Stadium and surrounding land, with the trust aiming to maintain the visitor experience for sports fans and concert goers.

Key components of the masterplan include the completion of the SCG's North-ern Stand, as well as a redevelopment of its Churchill, Brewongle and O'Reilly Stands.

A new public plaza will be established between the SCG and the Allianz Stadium, which will boast a newly extended or fully covered roof and an LED façade mesh.

Meanwhile, the masterplan also contains plans for parklands and sporting fields that will allow Moore Park to rival locations like the UK's Hyde Park and Munich's Olympic Park in Germany.

● www.sydneycricketground.com.au

OPENING TBC

Baseball stadium

Mesa, AZ, USA

Chicago Cubs and the City of Mesa have held a groundbreaking ceremony to mark the start of construction work on a new baseball stadium and spring training facility in the state of Arizona, US.

Populous are behind the plans for the US\$99m (£61.2m, €75.6m) scheme, which was given the unanimous backing of Mesa voters in 2010 and includes a refurbished Riverview Park.

The 15,000-seat stadium will contain a video board, shaded seats and luxury suites, while the training facility will have seven full-size practice fields and one infield-only natural turf field.

The reconfiguration of the park will feature a new playground, grass/shaded areas and a lake serving as an urban fishing location and irrigation for the entire site.

● www.populous.com



The stadium will have a training facility with seven practice fields

OPENING TBC

Nottingham Forest stadium

Nottingham, UK

A new stadium or the redevelopment of Nottingham's existing City Ground could be on the cards for Nottingham Forest Football Club (NFFC) after the Al Hasawi family acquired the club.

The Kuwaiti businessmen bought the npower Championship club from the fam-

ily of former owner Nigel Doughty and are aiming for the club to gain promotion to the Premier League. According to the BBC, Al Hasawi revealed that the development of a new ground is a long-term ambition, and that the current focus is on the City Ground.

NFFC had announced plans for a new stadium three years ago, with a venue to form part of Nottingham's bid to be included as an English host city for the 2018 World Cup, but England was not selected by FIFA.

● www.nottinghamforest.co.uk



Redevelopment plans are in progress

OPENING 2017

Saskatchewan stadium

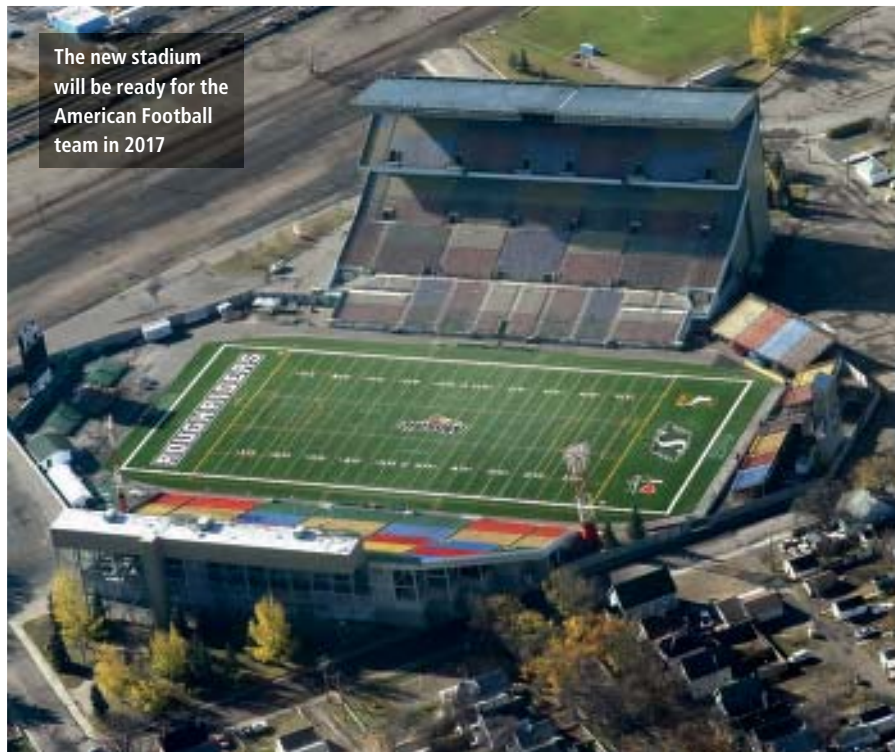
Regina, Canada

An agreement between the Saskatchewan government, the City of Regina and Saskatchewan Roughriders has paved the way for a new stadium on Evraz Place lands in Regina, Canada.

It is hoped the CA\$278m (£175m, €215m, US\$282m) 33,000-capacity facility will be completed for use by the American Football team in early 2017. Construction work is due to commence this year.

A CA\$80m (£50m, €62m, US\$81m) government grant over four years will finance the project, along with CA\$73m (£46m, €57m, US\$74m) from the City of Regina. Saskatchewan Roughriders will head efforts to raise CA\$25m (£16m, €20m, US\$25m), while CA\$100m (£63m, €77m, US\$101m) will be provided by the province.

● www.gov.sk.ca



The new stadium will be ready for the American Football team in 2017

OPENING 2017

Rugby stadium

Ris-Orangis, France

The French Rugby Federation (FFR) has announced plans for a new 82,000-seat stadium to be built on the site of a former racecourse in Ris-Orangis, 25km (16 miles) south of Paris.

An FFR steering committee unanimously backed a bid from the City of Ris-Orangis, the town of Evry Essonne



It will house the French national rugby team

Centre and the General Council of Essonne for the project.

The proposed stadium will replace Stade de France as the home of the French national rugby union team and is expected to cost around €600m (£489m, US\$786m).

Three design teams – Populous and Ateliers 2/3/4; Foster + Partners and CR Architecture; and Arte Charpentier and HKS – have been selected to draw up plans for the scheme.

● www.ffr.fr



The 18,000-seat stadium was designed by 360 Architecture

OPENING TBC

Earthquakes stadium

San Jose, CA, USA

Major League Soccer (MLS) club San Jose Earthquakes has moved a step closer to its new stadium after planning officials for the Californian city backed the proposals.

The San Jose Planning Commission upheld the planned development permit, enabling the club to commence work.

Designed by 360 Architecture, the 18,000-seat stadium is expected to cost around US\$60m (£37.3m, €45.8m) and will comprise three stands with a "European-style" roof design.

● www.sjearthquakes.com

OPENING 2016/17

Brentford FC Stadium

London, UK

Brentford Football Club (BFC) has moved forward with plans for the development of a new community stadium in west London after it acquired land from Barratt Homes.

The development company purchased the 7.6 acre (3.1 hectare) site more than four years ago and is working with the League One club on the stadium scheme.

BFC is proposing to build a 15,000-capacity venue on the land, while having the option of expanding to 20,000 seats at a later stage. The project also includes some residential units.



The stadium will open for the 2016/17 season

The deal was completed for an undisclosed sum and funded by long-term supporter of the club Matthew Benham.

Plans will be submitted to Hounslow Council this year, with a scheduled opening for the 2016/17 season.

● www.hounslow.gov.uk

OPENING 2019

National Stadium of Japan

Japan

The Japan Sport Council (JSC) has selected Zaha Hadid Architects to redesign its 130bn yen (£923.3m, €1.1bn, US\$1.5bn) Kasumigaoka National Stadium in Shinjuku, Tokyo.

The 80,000-seat stadium will need to be completed in time for the country's staging of the 2019 Rugby World Cup and as part of Tokyo's bid for the 2020 Olympic Games.

The London-based architects – responsible for the design of the 17,500-capacity London Aquatics Centre – was selected ahead of 11 other candidates. The competition restricted entry to practices that had been recipients of the Pritzker Prize, AIA gold medal, UIA gold medal, Praemium Imperiale or RIBA gold medal. Applicants were also required to have experience of designing a 15,000+ capacity stadium. The 48 entries were whittled down to a shortlist of 11, including Cox Architecture and SANAA.

● www.zaha-hadid.com



Hadid won the design competition

The new-look pavilion will incorporate a media centre and residential apartments



OPENING TBC

County Ground

Bristol, UK

Bristol City Council (BCC) has approved plans put forward by Gloucestershire County Cricket Club (GCCC) for the redevelopment of its County Ground home.

Working in partnership with Linden Homes, GCCC is planning a comprehensive revamp of the stadium which will include the demolition of the existing Mound and Jessop stands.

A new-look pavilion will incorporate a modern media centre, and 7,500 permanent seats are to be installed. A number of residential apartments are also planned as part of the scheme. Architects Arturus are designing the project.

● www.gloscricket.co.uk

OPENING 2014

Brandywell Stadium

Derry, Northern Ireland

The £10.3m (€12.6m, US\$16.6m) redevelopment of Northern Ireland's Brandywell Stadium has moved forward after Derry City Council (DCC) agreed to progress to the next stage of the process.

Members of the development committee backed the project at a special meeting, which now enables a full business case to be submitted to the Northern Ireland Executive.

A new-look, 5,100-seat Brandywell Stadium complying with UEFA Category II regulations is at the centre of the proposals. The ground is currently home to Derry City Football Club.



Grass playing pitches will be restored

The project also involves restored grass playing pitches and training facilities at Daiseyfield and the Brandywell show-grounds. Project completion is currently scheduled for late 2014.

● www.derrycity.gov.uk

OPENING 2016

Minnesota Vikings stadium

Minneapolis, USA

Minnesota state governor Mark Dayton has signed an agreement that paves the way for Minnesota Vikings' new US\$975m (£607m, €745m) stadium in Minneapolis, US.

The National Football League (NFL) team's plans for the downtown facility were given



The US\$975m stadium will cater for 72,000 spectators

the backing of both the state's House of Representatives and Senate in May 2012.

The 65,000-capacity stadium is expected to cost US\$828m (£516m, €633m), with the remainder of the investment relating to on-site infrastructure and relocation.

Scheduled to open for the 2016 football season, the stadium will host major football and community events. The new 139,355sq m (1.5 million sq ft) facility will also cater for 72,000 spectators if it's selected to host games during the Super Bowl.

HKS Sports & Entertainment Group has been appointed by the Minnesota Sports Facilities Authority and the Minnesota Vikings to design the stadium. HKS were chosen owing to their successful NFL stadiums in Dallas and Indianapolis, as well as their green credentials and commitment to work with minority- and women-owned firms for portions of the work.

● www.vikings.com

OPENING 2013

West Stadium Center

Manhattan, Kansas, USA

Kansas State University (KSU) in Manhattan, Kansas, US, has started work on a US\$75m (£46.7m, €57.4m) project to refurbish and expand its Bill Snyder Family Stadium.

AECOM is leading the 23,226sq m (250,000sq ft) West Stadium Center project, with the expansion being part of a wider masterplan for improvements to the institution's stadium. All facilities on the western side of the venue are to be

replaced, with new media/broadcast facilities; a new suite, club and loge seating; and new concourses to be built.

A K-State Athletics Hall of Honor and a new dining hall for student athletes will also form part of the scheme, together with a Tailgate Terrace to enhance the matchday experience.

Architects Heery International are responsible for the project's design, while AECOM will provide architecture, interior design, structural engineering and cost estimating services.

Work is due for completion in 2013.

● www.aecom.com

OPENING TBC

AS Roma stadium

Rome, Italy

A 60,000-seat capacity stadium is planned for Rome, Italy, as a home ground for football club AS Roma, which has recently signed a six-year partnership deal with entertainment giant Disney.

The club, which is trying to attract a new generation of American fans, made its announcement at Disney's ESPN Wide World of Sports Complex in Florida, US.

Commercial real estate firm Cushman & Wakefield supported the Italian club in the selection of the stadium location in Tor di Valle, in the city's southwest.

AS Roma has shared Stadio Olimpico with city rivals Lazio since 1960 and are set to move to their dedicated home ground before the 2016-2017 season.

Chief executive of Grupo Parslitalia, the real estate firm managing the project, Luca Parnasi, said the stadium would not only strengthen the team's global presence but create more than 1,000 jobs over 24 months.

AS Roma president Jim Pallota said Disney is a natural partner for the club as they aim to become the international football team of choice. The team's merchandise is now available in Disney stores across the US.

A final decision on the plans is expected in summer/autumn 2013.

● www.asroma.it

OPENING TBC

Queens MLS stadium

New York, NY, USA

Major League Soccer (MLS) is moving ahead with plans for a US\$300m (£187m, €229m) soccer stadium in Queens, New York, US.

Flushing Meadows-Corona Park in Queens has been selected by MLS as the potential site for the scheme.

The plans call for a 25,000-seat stadium (expandable to 35,000 seats) to be constructed on the current site of the park's Industry Pond.

Depending on when the deal is finalised, league president Mark Abbott said that preliminary plans have construction starting in 2014 and the team launching in 2016.

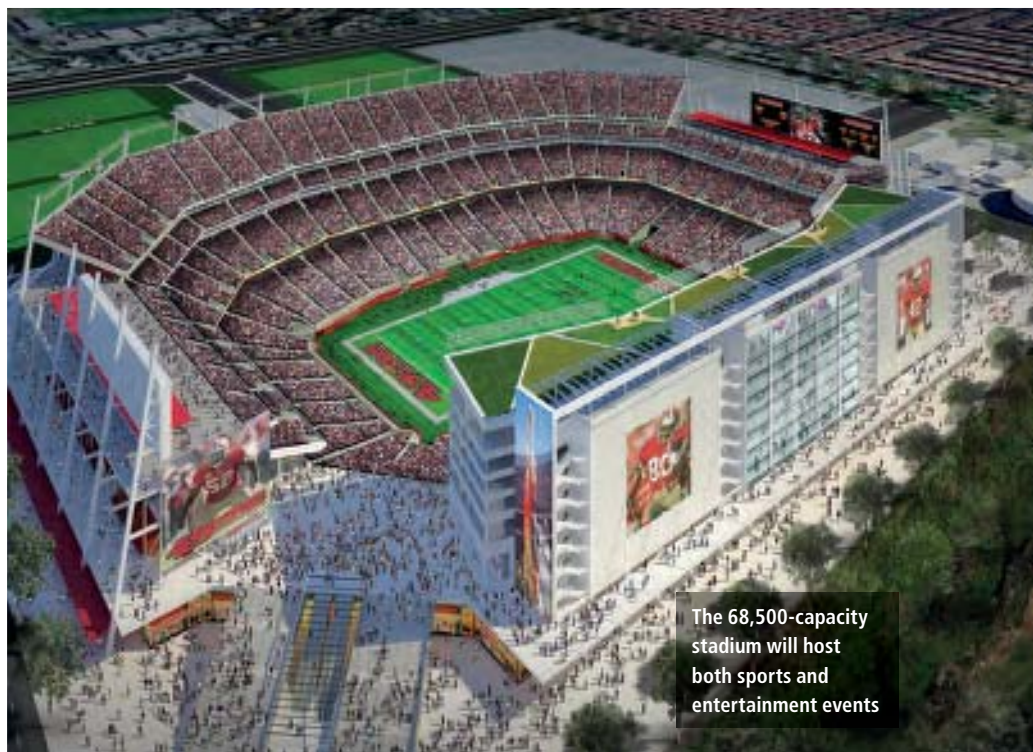
The stadium will be funded by the club's owner and is expected to generate US\$60m (£37.3m, €46.2m) annually for the local economy.

Abbott added that the league is in preliminary discussions with a number of ownership groups and indicated that a likely timeline will see the new owner identified in 2013.

The project has been in the works since 2011, when the league first put a team together to investigate more than 20 different locations for a stadium site in New York City.

MLS chose Flushing Meadows Park in Queens owing to its nearby public transportation links with the NYC Subway and the Long Island Railroad.

● www.mlssoccer.com



The 68,500-capacity stadium will host both sports and entertainment events

OPENING 2014

Santa Clara Stadium

Santa Clara, CA, USA

San Francisco 49ers has secured a US\$200m (£124.5m, €153m) G-4 loan from National Football League (NFL) owners towards the cost of its stadium in Santa Clara, CA, US.

The American Football franchise said the contribution was the last piece of funding required for work to start, which will cost around US\$1.2bn (£747m, €918m).

The NFL announcement comes two months after the Santa Clara Stadium Authority approved a construction loan

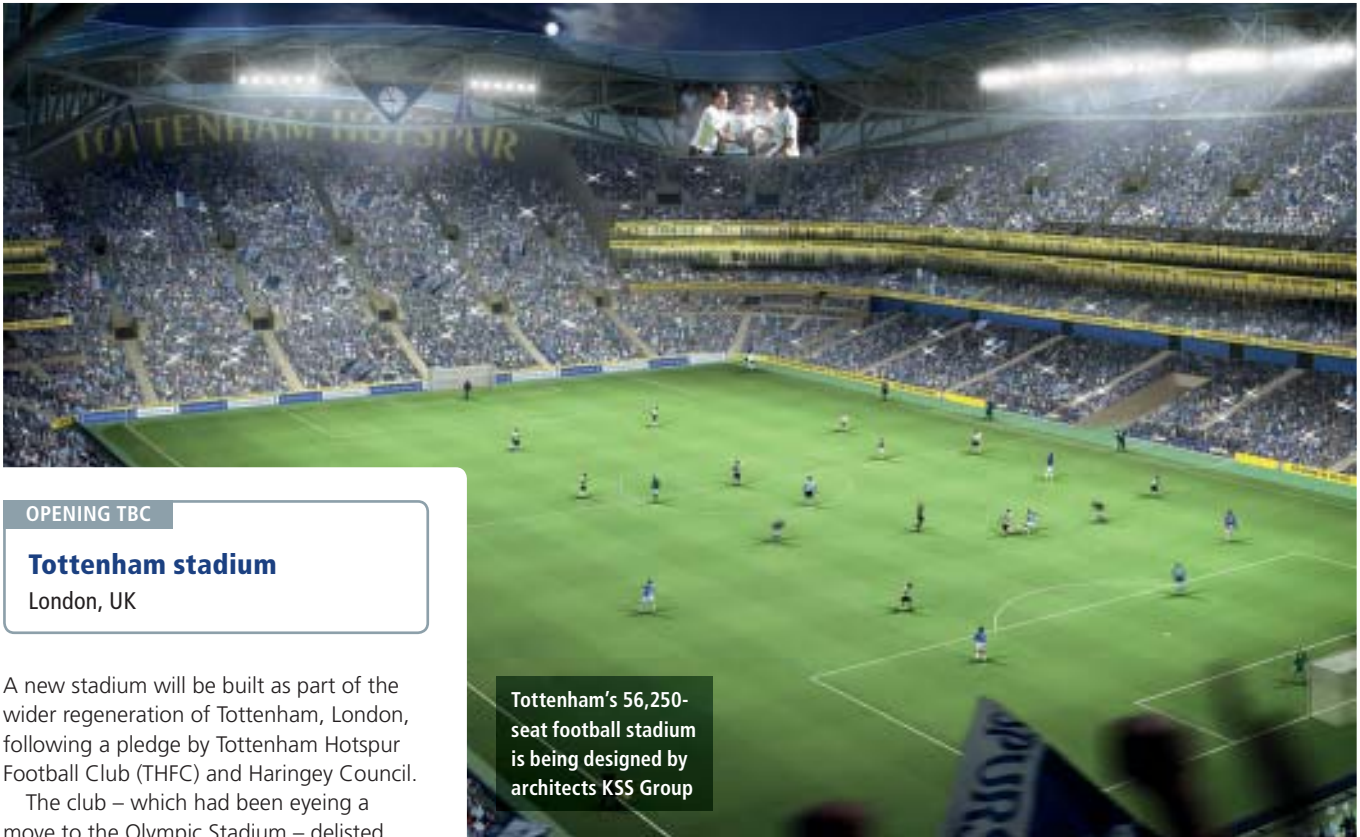
worth US\$850m (£529m, €650m) towards the development of the new stadium.

When complete, the 171,870sq m (1.85 million sq ft) complex will have a seating capacity of around 68,500 and be available for both sports and entertainment events.

Architects HNTB and Turner Construction have been appointed to design and build the new Santa Clara Stadium, which will feature open pedestrianised plazas, a commercial community space, a 49ers team store and a 49ers Hall of Fame.

The new arena will host professional and college football, soccer and motocross, as well as concerts and civic events.

● www.newsantaclarastadium.com



OPENING TBC

Tottenham stadium

London, UK

A new stadium will be built as part of the wider regeneration of Tottenham, London, following a pledge by Tottenham Hotspur Football Club (THFC) and Haringey Council.

The club – which had been eyeing a move to the Olympic Stadium – delisted from the London Stock Exchange in January 2012 to help raise funding for its Northumberland Development Project. THFC and Haringey Council will now work together to regenerate the area, which will be anchored by a 56,250-seat stadium designed by architects the KSS Group.

Subject to approval, the council plans to invest £9m (€11m, US\$14.5m) in new and upgraded public spaces and heritage work. London mayor Boris Johnson has also pledged £18m (€22m, US\$28.9m) towards the regeneration development.

● www.tottenhamhotspur.com

Tottenham's 56,250-seat football stadium is being designed by architects KSS Group

OPENING 2013

Nou Mestalla stadium

Valencia, Spain

Construction work on Valencia Club de Fútbol's Nou Mestalla stadium in Spain is to resume after the Spanish-based La Liga club secured a funding agreement with banking conglomerate Bankia.

Initially due for completion in time for the 2009-10 season, it is now anticipated the 75,000-seat stadium located on a former industrial site will open in 2013 and replace the current Estadio Mestalla.

Reid Fenwick Asociados and ArupSport are behind the design of the stadium, which is set to cost up to €300m (£244m, US\$392m).

● www.futuromestalla.com



OPENING 2015

National Stadium

Belfast, Northern Ireland

The Belfast venue
will be built on the
site of the existing
national stadium

Hamilton Architects have been appointed by the Irish Football Association (IFA) to lead the integrated consulting team for Northern Ireland's National Stadium Project.

The Belfast-based design practice joins Edmond Shipway, Arup, Rider Levett Bucknall and Ben Veenbrink on the multi-million pound stadium development.

Designs will be drawn up for an 18,000-capacity venue on the site of the existing national stadium at Windsor Park. Work is expected to commence on the scheme – subject to planning approval – in summer 2013, with the new national stadium completed by summer 2015.

● www.irishfa.com

OPENING TBC

Páirc Uí Chaoimh stadium

Cork, Ireland

Scott Tallon Walker Architects have been selected to work on the redevelopment of Cork's Páirc Uí Chaoimh stadium by the Cork County Gaelic Athletic Association (GAA) Board.

The group is to provide architectural services, having worked with Populous on the overhaul of Dublin's Lansdowne Road, now the Aviva Stadium.

Malachy Walsh and Partners will project manage the Páirc Uí Chaoimh scheme, which will establish a GAA Centre of Excellence and include the construction of a new two-tier stand.

The new stand will replace an existing covered stand at the venue and will increase capacity to 45,000. Cunnane Stratton Reynolds and Michael Barrett Partnership are also involved.

Cork City Council has approved the plans and will provide 6.82 acres (2.8 hectares) of adjacent land for the project.

● www.stwarchitects.com

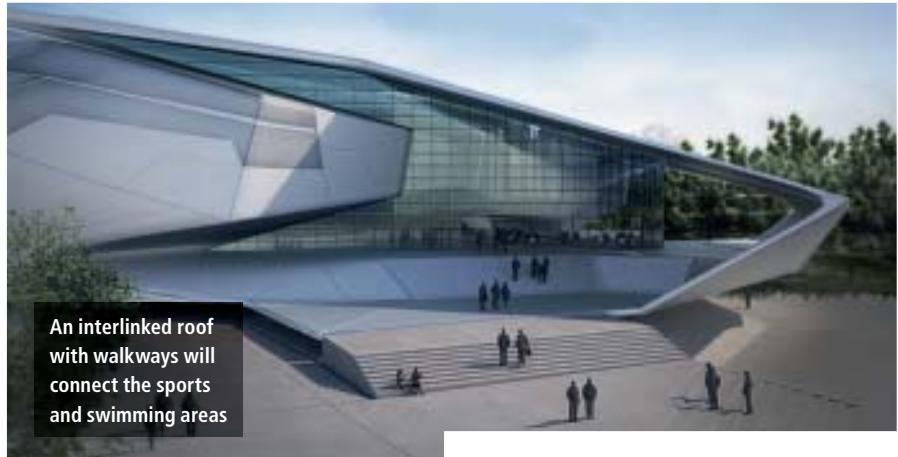
OPENING 2013

Sports Civic Center & National Games Arena Shenyang, China

LA-based architects Tom Wiscombe are designing the new Sports Civic Center & National Games Arena currently under development in the city of Shenyang in north-eastern China.

The 123,000sq m (1,324,000sq ft) site will be built in downtown Shenyang adjacent to Zhogshan Park in a bid to connect the natural and urban areas of the city. The roof of the sports centre, taekwondo games area and swimming stadium will also be interconnected via cascading sports fields, pathways and open spaces.

The facility will accommodate synthetic football fields, as well as basketball, tennis, badminton and volleyball courts placed in a gymnasium-like arrangement, rather than in



An interlinked roof with walkways will connect the sports and swimming areas

separate rooms, in order to allow maximum flexibility. A mezzanine level will feature 2,000 fixed seats, under which will be a further 2,000 removable seats.

● www.tomwiscombe.com



OPENING 2015

Magic Sports' complex Vineland, New Jersey, USA

Plans are underway for a US\$350m (£218m, €268m) sports complex and resort in Vineland, New Jersey, US.

Magic Sports – a private company headed by entrepreneur Ron Nametko and developer Sora Northeast Development – has submitted a proposal for the privately funded Magic Sports Complex to the Vineyard zoning board.

Plans for the complex include indoor and outdoor facilities for hosting training

camps and leagues for competitive tournament events in track and field, baseball, softball and soccer.

Magic Sports' complex will offer multiple venues for athletes to train and compete year round, from youth sports to college, professional and Olympic training, as well as Paralympics and special population athletes'



Athletes will be able to compete year round

competitions. The facility will house medical services and wellness programmes.

A Vineland land purchase is under agreement with South Jersey Industries' Energy and Minerals for 248.6 acres (100.6 hectares), with an additional adjacent 40 acres (16.2 hectares) under agreement with local resident Jay Morie.

Phase one of construction will include a 'Magic Village' to house travelling athletes competing in tournaments at the complex, as well as support services and facilities to address the needs of the athletes. Phase two will include a hotel to accommodate athletes' families.

● www.magicsportscomplex.com

OPENING TBC

Sports village

Middlesbrough, UK

Middlesbrough Council has launched a public consultation in order to gather comments on proposals for a new sports village to replace some of the town's older facilities.

Preliminary plans have identified the town's existing Prissick site for the scheme, as Middlesbrough Cycle Circuit and Prissick Skate Plaza are already based there. The new complex will add a 400m athletics track, five-a-side pitches and a health club, as well as a new base for Tennis World and a residential element.

● www.middlesbrough.gov.uk

OPENING TBC

Sports infrastructure

South Australia

Sports organisations across South Australia have received a share of AU\$7.2m (£4.7m, €5.8m, US\$7.6m) of state funding towards infrastructure projects, including a second synthetic pitch with floodlighting at Pines Hockey Stadium; a revamped Glenunga Reserve Community Sports Hub; a revamped Novita Pool; and an expanded cycle track at Victoria Park.

● www.recsport.sa.gov.au



The AJC Architects-designed sports complex will accommodate 400 student athletes

OPENING 2013

Sports complex

Utah State University, UT, USA

A new US\$6.4m (£4m, €4.9m) strength and conditioning centre is under development at Utah State University, UT, USA.

The 1,951sq m (21,000sq ft) facility will boast areas for weight training and cardiovascular workouts, as well as space for

speed and agility training and offices for university staff members.

Located at the north-west corner of Romney Stadium, the AJC Architects-designed centre will help ease overcrowding at the existing 539sq m (5,800sq ft) centre and accommodate 400 university athletes across a range of sports. The scheme has been part-funded by an anonymous donation and will open this spring.

● www.utahstateaggies.com

OPENING TBC

Oasis Leisure Centre

Swindon, UK

Swindon's Oasis Leisure Centre has been transferred to a private operator in the next phase of a £65m (€79.8m, US\$104.2m) scheme to develop a major new "regional leisure hub" for the Wiltshire, UK, town.

Oasis Operations Ltd has taken control of the facility under an agreement between Swindon Borough Council (SBC) and Moirai

Capital Investments. Leisure specialists S&P Architects are involved in the design of the new hub, which is to include an indoor ski slope and an indoor arena, as well as a water park at North Star.

Oasis Leisure Centre will also benefit from improvements – including the replacement of its iconic dome – as part of the project, which is currently being undertaken.

Moirai has secured four long-term leases to the Oasis and former Clares site from SBC in a bid to drive forward the development.

● www.swindon.gov.uk

OPENING 2015

Real Madrid Resort Island

Al Marjan, UAE

Real Madrid and the Government of Ras al-Khaimah plan to establish a major new US\$1bn (£624m, €766m) visitor attraction on the artificial island of Al Marjan in the United Arab Emirates (UAE).

Built under the Spanish football club's brand, the Real Madrid Resort Island complex and theme park will boast the first sports stadium open to the sea. It will also incorporate a Real Madrid museum.

Luxury hotels, sporting facilities, a "sport port" and a residential scheme also form part of the project, the first to be built under the Real Madrid trademark.

The 50 hectare (124 acre) development will combine tourism and sport, and is to

launch in 2015. It will also enhance the football club's presence in the Middle Eastern and Asian regions.

Real Madrid president Florentino Perez expects the Real Madrid Resort Island to embrace its visitors and thereby encourage them to become part of the football club's legend in order to expand its universal presence.

● www.realmadrid.com

The sports stadium's wow factor is that it will be the first to open on to the sea



PIC: ©REAL MADRID

OPENING TBC

St Croix stadium & sports complex

St Croix, US Virgin Islands, USA

Denver, US-based developer Craft DeLay has secured the contract to project manage a new US\$55m (£34.3m, €42.1m)

sports complex development in the US Virgin Islands in the Caribbean.

The stadium and sports complex will be built on the site of the existing Paul E Joseph Stadium in Frederiksted, which will be demolished, on the island of St Croix.

The new sports facility and resort will provide a 'sanctioned' venue for baseball, tennis, swimming and volleyball events, as well as a Festival Village park.

Heath DeLay, principal at Craft DeLay, said the scheme is to be delivered in phases, the first of which will comprise the redevelopment of the stadium. The second stage of work will focus on the design and construction of the new complex, as well as the construction of an athletics village and two hotels.

● www.croftdelay.com

OPENING 2021

Billie Jean King National**Tennis Center** New York City, USA

The US Tennis Association (USTA) has unveiled its new strategic vision for the Billie Jean King National Tennis Center in the US city of New York, home of the US Open tournament.

A number of construction projects designed to improve the visitor and player experience are part of the Rossetti-designed plan.

Among the planned improvements, which will reportedly cost US\$500m (£312.2m, €382.9m), will be a redevelopment of the Louis Armstrong Stadium and the construction of an 8,000-seat Grandstand Stadium to the south-west of the site.

The vision – unveiled by USTA and New York City mayor Michael Bloomberg – will allow up to 10,000 more fans each day to attend the US Open and will also improve the facilities year-round.



PIC: @STAROSSETTI

The vision will allow up to 10,000 more fans each day to attend the US Open

Work is due to begin on the first phase of improvements in Q3 2013 and will take up to eight years to complete. The first project will see the practice court area rebuilt.

The Arthur Ashe Stadium will receive “various cosmetic improvements” but will not get a roof. The final phase of work will be the Louis Armstrong Stadium redevelopment. Located at Flushing Meadows, the

USTA Billie Jean King National Tennis Center spans 42 acres (17 hectares) and contains indoor and outdoor tennis facilities available for public use.

The US Open generates more than US\$750m (£468.2m, €574.3m) a year in economic activity.

● www.usta.com

OPENING 2013

LSU Tennis Complex

Louisiana State University,
Baton Rouge, Louisiana, US

Louisiana State University has revealed plans to replace the ageing W.T. “Dub” Robinson Stadium and to build a new tennis complex.

Built in 1976, W.T. “Dub” Robinson Stadium serves as the home of the LSU Tigers and LSU Lady Tigers tennis teams and has six varsity tennis courts.



Plans include 18 indoor and outdoor courts

Plans for the new stadium include six indoor courts, 12 outdoor courts and a bigger viewing area for fans. The plans for the

new stadium are partly to address a major shortfall in the LSU tennis programme – it is currently the only programme in the Southeastern Conference without access to on-campus indoor training facilities. Last season, the team lost all of its indoor matches.

It is hoped that the new complex will both improve the results of the elite team as well as attract more talented recruits to take up the LSU tennis offer.

● www.lsu.edu



The training complex will be located next to the Etihad Stadium in Manchester

OPENING 2014

City Football Academy

Manchester, UK

Manchester City Football Club (MCFC) has unveiled details of its plans to develop a new £100m (€122.7m, US\$160.3m) training and education complex for up to 400 young players next to its Etihad Stadium in Manchester, UK.

BAM Construction, part of the Royal BAM Group, has been selected to build the 80 acre (77.5 hectare) City Football Academy, which will include a 7,000-capacity stadium, 17 full-size football pitches (12 of which will be dedicated to players aged 8-21 years), an academy building with classrooms for 200 people, a sports science centre and a dedicated media centre.

The site is currently being prepared for building work to start and the complex is expected to be completed in time for the 2014-15 Premier League season.

MCFC has also donated 5.5 acres (2.2 hectares) of remediated land on the site for community use, and is also supporting the creation of education and leisure facilities for local residents.

The site will be linked to the Etihad Stadium – MCFC's current home – by a footbridge and will enable players, staff and officials to be housed on the same complex.

The project has the full support of Manchester City Council (MCC) as a major part of the development is boosting local business in the east of the city.

In addition, the Beswick Community Hub Masterplan has set out a blueprint for a further three key sports initiatives: a new leisure centre with a swimming pool; the Manchester Institute of Sports Science and Sport Medicine (a research and diagnostic facility); and the Manchester House of Sport (a proposed home for national and international sports bodies). The development is being led by the council.

● www.mcfc.co.uk

OPENING TBC

Uytengsu Aquatics Center

USC, CA, USA

The University of Southern California's (USC) Athletic Department has received a US\$8m (£5m, €6.1m) donation towards the US institution's new aquatics complex.

Former student athlete Wilfred "Fred" Uytengsu – who graduated in 1983 – gifted the cash to fund the proposed ELS Architecture and Urban Design-designed Uytengsu Aquatics Center in California.

Facilities at the new complex will include a dry-land diving training area, a dive tower, men's and women's changing rooms, coaches' offices and a multi-purpose room.

A stadium capable of accommodating 2,500 spectators is also included in the proposals, while the venue's swimming pool will honour coach Peter Daland at the request of donor Uytengsu.

● www.usc.edu



The new aquatics complex

OPENING 2013

Pegula Ice Arena

Pennsylvania, USA

London, UK-based Crawford Architects has designed the new US\$88m (£54.9m, €67.4m) Pegula Ice Arena currently under construction at the Pennsylvania State University (PSU) in Pennsylvania, US.

The facility will be 100 per cent privately funded, the largest private donation in the university's history, in order to advance the men's and women's ice hockey programmes to NCAA DI level and to provide a suitable facility for that strategy.

The 21,182 sq m (228,000sq ft) ice hockey facility will comprise 6,000 seats in the main ice hockey rink and 300 seats in the community ice rink, as well as 14 suites, 80 lodge seats and 695 club seats.

Further amenities will include eight tournament locker rooms and training facilities for Division I and figure skating, and a restaurant.

The complex has been designed to LEED Silver certification and is due to open in September 2013, in time for the 2013 college season.

It will accommodate the Nittany Lions hockey teams, Penn State's ACHA DII club ice hockey team, campus and community recreation facilities, public skating sessions and youth camps, as well as ice events, National Hockey League and American Hockey League exhibition games.

● www.crawfordarch.com



The waterfront scheme in Cardiff will include an ice rink and a ski slope

OPENING 2017

International Sports Village

(ISV) Cardiff, UK

Cardiff Council has appointed a development partner to deliver the next phase of the International Sports Village (ISV) in the Welsh capital city, UK. It will include a new ice rink and a waterfront scheme.

Helium Miracle 113 has been selected by the local authority following a tendering process, with design work to commence immediately. The sports development will be delivered in phases.

A new twin-pad ice arena and a 150m ski slope will be built first, and will be ready for "all or most" of the 2013-14 ice hockey season. However, the overall scheme will take five years.

Later phases will include a hotel, bars, restaurants and other leisure facilities. As a result of the scheme's commercial elements, no capital funding will be provided by Cardiff Council.

The ISV site already accommodates a 50m international-standard swimming pool and an international white water facility, as well as a temporary ice rink.

● www.internationalsportsvillage.com

OPENING 2014

West Bromwich leisure centre

Sandwell, UK

Plans for an £11m (€13.5m, US\$17.7m) leisure centre and swimming pool in West Bromwich, Sandwell, UK, are underway following the signing of a contract between Sandwell Council and DC Leisure.

DC Leisure will design, build, manage and maintain the town centre complex, due to open in summer 2014.

The leisure centre will have a 25m pool with a learner pool, a sauna and a steam-room, a four-court sports hall, a 100-station



The facility will feature a 25m swimming pool

fitness suite, two dance studios, an indoor children's adventure play centre and a cafe.

A planning application for the development has been submitted and building work is expected to start shortly.

● www.sandwell.gov.uk

OPENING TBC

Abbey Leisure Centre

Selby, UK

The Abbey Leisure Centre in Selby, UK, which was destroyed in February 2012 after a fire broke out in a sauna, will be rebuilt, the council has confirmed.

Selby District Council assessed various alternatives for the site, but has opted to start from scratch and create a leisure centre 'fit for the 21st century', including a new 25m, six-lane swimming pool.

Project managers Turner & Townsend have estimated the build cost to be £9m (€11m, US\$14.5m), but the council has instructed officers to reduce the capital cost significantly during the design phase, without impacting on the facilities or energy efficiency. The maximum grant available will be sought from quoango Sport England.

● www.selby.gov.uk

OPENING 2015

Hinckley leisure centre

Hinckley, UK

A new leisure centre is set to open in Hinckley, Leicestershire, UK, by March 2015. It will feature a main 25m pool with six lanes and a learner pool.

It will also house a sports hall with six badminton courts, a health and fitness facility with 100 stations, two dance studios/multi-purpose rooms, a climbing wall and a health suite.

The council is looking for an operator to design, build and run the centre, to be located in Argents Mead. In the meantime, the council's current leisure centre in Coventry Road will remain open to the public.

● www.hinckley-bosworth.gov.uk

OPENING 2014

Midhurst Community & Leisure Centre

Midhurst, UK

The Leadbitter Group has started work on a new leisure and community centre in Midhurst, UK after being named as Chichester District Council's (CDC) preferred contractor.

The Midhurst Community and Leisure Centre Development is being fronted by the local authority, with funding from West Sussex County Council and The Monument Trust.

Due for completion in 2014, the HNW Architects-designed centre will house a fitness room, a multi-purpose sports hall meeting Sport England standards, and two squash courts. A dance studio; a community room; male and female changing areas; a library; and a health suite which may include a sauna, a steamroom and treatment rooms, are also planned.

The centre will replace the town's current Grange Centre, which requires reconstruction or major repair work and is not currently fully accessible to users with disabilities.

● www.chichester.gov.uk



Replaces the town's current Grange Centre

OPENING 2103

Doug Ellis Woodcock Sports Centre Birmingham, UK

A second stage of development work has now commenced at Aston University's Doug Ellis Woodcock Sports Centre in Birmingham, UK, in a bid to further enhance the institution's sporting facility provision.

Speller Metcalfe has been awarded the contract to complete a final phase of structural works at the Grade II-listed building, the city's oldest operational swimming facility, and to build a new venue linked to the centre.

The new site is to contain a four-court sports hall, squash courts and additional changing facilities. It has been designed by Robothams Architects, the design practice which also worked on phase one.

The second phase of construction work is due for completion this Spring. The first stage included a 110-station Life Fitness gym and an upgraded swimming pool area.

● www.aston.ac.uk



The Grade-II listed pool has been upgraded

OPENING 2013

Southwark leisure centre London, UK

Plans for a new £20m (€24.6m, US\$32.1m) leisure centre in Elephant and Castle, London, have been given the go-ahead by Southwark Council.

The new centre will replace an existing centre and house the area's first swimming pool for more than 15 years.

S&P Architects will be responsible for designing the centre, in partnership with John McAslan and Partners.

The leisure centre will form part of a regeneration programme being developed by 4 Futures, a partnership between Southwark Council and construction company Balfour Beatty.

Plans began for the centre after a public consultation in September 2010 produced a huge response from local residents and customers on the need for a revamp. Completion is expected by the third quarter of 2013.

● www.southwark.gov.uk

OPENING 2013

Portway Lifestyle Centre Oldbury, UK

The £18m (€22.1m, US\$28.9m) Portway Lifestyle Centre in Oldbury, West Midlands, UK, is on track to open in August 2013, despite delays in construction work due to poor weather conditions

over summer 2012. The centre will replace the Oldbury Leisure Centre in Sandwell.

Facilities will include a sports hall, a hydrotherapy pool, a gym and a weights area and dance studio.

There will also be a climbing wall, an outdoor 3G football pitch, a life-trail outdoor exercise area, a multi-purpose activity room, meeting rooms, a sensory room and a cafeteria, as well as a purpose-built GP surgery called the Tividale Family Practice.

The centre will be open to everyone and will be a centre of excellence for people with disabilities.

It is a joint venture between Sandwell Council, Sandwell Leisure Trust, Sandwell Primary Care Trust and Sandwell Lifeco.

Sport England has provided £1.5m (€1.8m, US\$2.4m) from its Iconic Facilities legacy fund for the centre.

● www.sandwell.gov.uk

OPENING 2015

Harvey Hadden Leisure Centre Nottingham, UK

Nottingham in the UK is to get its first 50m swimming pool under plans for a £13.5m (€16.6m, US\$21.7m) overhaul of Harvey Hadden Leisure Centre, the final venue in a wider leisure improvement strategy.

A fitness suite, a health suite and multi-activity spaces for dance and movement activities are proposed, and the revamp will complement the outdoor athletic stadium.

The project will provide Nottingham City Council (NCC) with the chance to shut Beechdale Leisure Centre, said to be approaching the end of its "economic life".

NCC said the provision of a 50m pool at Harvey Hadden Leisure Centre will help meet increasing demand for high-quality swimming facilities in the city.



The overhaul includes a 50m swimming pool

PICTURE: ARAPOVICSHUTTERSTOCK

Since 2004, the council has embarked on its Leisure Centre Transformation Programme, leading to the new Djanogly and Victoria leisure centres, among others.

Financial allocations made available as part of the strategy alongside the sale of the Beechdale site will support the funding package for the updated Harvey Hadden Leisure Centre scheme.

● www.nottinghamcity.gov.uk

OPENING 2013

Splashpoint Worthing, UK

A new £17.9m (€22m, US\$28.7m) leisure complex will replace the existing Aquarena venue in Worthing, UK.

The Wilkinson Eyre Architects-designed swimming pool, recently named Splashpoint, will include separate competition pools for diving and swimming.

Other facilities will include children's shallow pools, a flume, water features and saunas and steamrooms, as well as a 385sq m (4,144sq ft) fitness suite.



Wilkinson Eyre has designed Splashpoint

Two multi-use studios, three treatment rooms and a lobby space containing a reception and a café will also form part of Splashpoint, which has a BREEAM rating of Very Good.

● www.adur-worthing.gov.uk

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OPENING 2015

Grimsby Leisure Centre

Grimsby, UK

Designs for a contemporary leisure centre opening in 2015 in Grimsby have been unveiled by North East Lincolnshire Council.

The £8.4m (€10.3m, US\$13.5m) Grimsby Leisure Centre will feature a hi-tech two-storey wall of glass to create a shop window for sport. Award-winning architects FaulknerBrowns have come up with the vision, which includes a 25m competition pool, an easy access learner pool, a 60-station gym, a fitness studio and a sauna.

● www.nelincs.gov.uk



OPENING 2013

Kirkcaldy Leisure Centre

Kirkcaldy, UK

The new £15.3m (€18.8m, US\$24.6m) leisure centre in Kirkcaldy, Scotland, is "on target" to open to the public this summer, with work on the building's steel structure having now been completed.

Graham Construction is responsible for delivering the project, with B3 architects acting as lead consultant and joint architects with Cre8architecture.

Facilities will include a 25m, six-lane swimming pool, a training pool with moveable floor, accessible wet-side changing areas and a health suite with a sauna and steamroom. A 60-station fitness suite, an aerobics studio, a four-court sports hall and a children's play area will also be on offer at the centre, which will be run by Fife Sports and Leisure Trust.

The new Kirkcaldy Leisure Centre is one of three being built as part of Fife Council's wider £55m (€67.6m, US\$88.3m) Future of Leisure programme.

● www.fifedirect.org.uk



The leisure centre is set to open this summer

The rehabilitation centre will offer an altitude room and a resistance pool



OPENING 2014

First Team and Youth Academy Training Centre Brighton, UK

Brighton & Hove Albion Football Club has appointed architects KSS to develop designs for a First Team and Youth Academy Training Centre at the FC's current site near Shoreham Airport in Brighton, UK.

The 35 acre (14 hectare) site will feature a 9,000sq m (96,875sq ft) training centre incorporating eight external and one fully

internal pitch, equipped to Premier League standards and the latest Elite Players Performance Plan Criteria.

Additional facilities will include four training pitches combining floodlit and all-weather pitches, a gym, lounges and a restaurant. For rehabilitation and recovery needs, there will be an altitude room, a resistance pool and cryogenics as well as a physiotherapy, nutrition, health and personal performance analysis suite. The centre is scheduled to open in mid 2014.

● www.kssgroup.com

OPENING 2014

St Columb's Park sports centre Londonderry, Northern Ireland

The Northern Ireland Executive has given a grant towards the new £11.7m (€14.4m, US\$18.7m) regional centre of sports excellence in Londonderry, Northern Ireland.

The St Columb's Park project is being managed by the City Council of Londonderry and will serve as a regional centre of excellence for judo, wrestling and mountaineering activities.

The campus will also feature a swimming pool, a fitness suite, a multi-sports hall, office space, changing facilities and a 3-G synthetic floodlit pitch complex.

Work is scheduled to start this spring with an expected completion date of June 2014.

The Department for Social Development's contribution of £656,000 (€798,200, US\$1m) will allow the Sports Campus to be used as an indoor events space to host events with a seating capacity of more than 2,000 people, making it the largest permanent indoor events space in the city.

● www.derrycity.gov.uk

OPENING 2015

Huddersfield Sports Centre Huddersfield, UK

Kirklees Council has appointed BAM Construction as the preferred contractor for the new multi-million pound Huddersfield Sports Centre in Springwood, Huddersfield, UK.

The new facility will replace the existing Southgate sports centre, which is coming to the end of its life and will close once the new centre is up and running.

BAM has been successful in meeting stage one of a two-stage procurement process, utilising the Regional YORbuild Procurement Framework for construction projects. The council will continue to work with BAM to meet the stage two requirements.

Construction of the new centre is expected to start this year, with an opening date to the public planned for 2015.

Facilities at the centre will include a 25m swimming pool; a teaching pool; two sports halls; climbing, squash and martial arts facilities; a large fitness suite; a café and a children's area. Additionally, it will include a family water leisure facility, including a beach, a flume, a sidewinder and several more water features.

The sports centre will be owned by the council and managed by leisure trust Kirklees Active Leisure.

● www.kirkleesactive.co.uk

8–14 APRIL 2013

The Masters

Augusta National Golf Club, Georgia, USA

The 2013 Masters Tournament will be the 77th edition. It 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. 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 and targeted at developing athletes across the Asia-Pacific region.

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.

www.nhl.com

4–27 JUNE 2013

NBA Finals

Various venues throughout USA

Championship series of the National Basketball Association and the conclusion of the sport's post-season each June.

www.nba.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

The British Open/Wimbledon

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

The 127th time that the All England Tennis Club has hosted the championships since launching the competition in 1877.

www.wimbledon.com

18–21 JULY 2013

British Open Championship

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

One of the four major championships of men's golf played annually in July.

www.opengolf.com

19 JULY – 4 AUGUST 2013

World Aquatics Championship

Palau Sant Jordi, Barcelona, Spain

The FINA world swimming championship will feature aquatic sports this summer.

www.bcn2013.org

8–11 AUGUST 2013

PGA Championship

Oak Hill Country Club, Rochester, NY, USA

The annual culmination of golf's four major championships will celebrate its 95th edition in 2013 in New York state.

www.pga.com

26 AUGUST – 9 SEPTEMBER 2013

US Open

National Tennis Centre, Flushing, NY, USA

The fourth annual Grand Slam tennis tournament will also be held at Arthur Ashe Stadium and Louis Armstrong Stadium.

www.pga.com

19 SEPTEMBER – 18 NOVEMBER 2013

World Baseball Classic

USA, Germany, Panama, Taiwan

The qualifying rounds for the 2013 World Baseball Classic – the premier international baseball tournament by the IBAF.

www.worldbaseballclassic.com

29 SEPTEMBER 2013

AFL Grand Final

Melbourne Cricket Ground, Vic, Australia

The annual Australian Rules Football match to determine the Australian Football League (AFL) premiership champions.

www.afl.com.au

5 NOVEMBER 2013

Melbourne Cup

Flemington Racecourse, Vic, Australia

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

www.melbournecup.com

17 JANUARY 2014

Australian Open

Melbourne Park Tennis Centre, 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 and the 44th annual championship game of the NFL.
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

The Masters

Augusta National Golf Club, Augusta, Georgia, USA

The only championship of the main four to be held annually at the same location.
www.masters.com

24 MAY 2014

UEFA Champions League Final

Estádio da Luz, Lisbon, Portugal

The final will comprises three qualifiers, a play-off, a group stage and four knockouts.
www.uefa.com

25 MAY – 8 JUNE 2014

French Open

Roland-Garros Stadium, Paris, France

The French Open – referred to as Roland Garros tournament, named after the famous French aviator Roland Garros – is the premier clay court tennis tournament.
www.rolandgarros.com

12–15 JUNE 2014

US Open

Pinehurst Resort & Country Club, Pinehurst, NC, USA

The event attracts 156 of the world's best golfers competing for one trophy.
www.usopen.com

13 JUNE – 13 JULY 2014

FIFA World Cup

Venues throughout Brazil

The 20th edition of the football tournament and the second time that Brazil has hosted the competition.
www.fifa.com

23 JUNE – 6 JULY 2014

The British Open/Wimbledon

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

The oldest, biggest and most prestigious tennis tournament in the world.
www.wimbledon.com

17–20 JULY 2014

British Open Championship

Royal Liverpool Golf Club, Liverpool, UK

This year's event will be held at the second oldest seaside links course in England.
www.opengolf.com

23 JULY – 3 AUGUST 2014

Commonwealth Games

Venues throughout Glasgow, Scotland, UK

The event will showcase 17 sports: 10 core sports and seven selected by the host city.
www.glasgow2014.com

8–14 AUGUST 2014

PGA Championship

Valhalla Golf Club, Louisville, USA

The annual golf tournament by the PGA of America as part of the PGA Tour.
www.pga.com

25 AUGUST – 7 SEPTEMBER 2014

US Open

Arthur Ashe Stadium, Flushing Meadows, NY, USA

For over 100 years tennis enthusiasts have watched the final major championship outside New York.
www.pga.com

28 SEPTEMBER 2014

AFL Grand Final

Melbourne Cricket Ground, Melbourne, Australia

The Australian Rules Football match to determine the AFL premiership champions.
www.afl.com.au

4 NOVEMBER 2014

Melbourne Cup

Flemington Racecourse, Melbourne, Australia

The thoroughbred horse race has been held since 1861. The present record holder is the 1990 winner Kingston Rule.
www.melbournecup.com

10–11 APRIL

Soccerex European Forum

Manchester Central, Manchester, UK

The Soccerex European Forum returns to Manchester for its fourth year. The event offers unprecedented business opportunities to Europe's football industry elite with two days of debate, networking and socialising. This year's programme looks at The Future of Scottish Football and The Rise of the Armchair Supporter.

Tel: +44 (0)20 8742 7100

www.soccerex.com/events

21–23 MAY

Stadia & Arena

The Ulker Arena, Istanbul, Turkey

The opportunity to meet at an exciting time in the development of sport in Turkey, with its Olympic and European Championship bids and a programme for building new sport facilities in the country.

Tel: +44 (0)1732 459 683

www.sam.uk.com/2013

26–31 MAY

SportAccord International Convention

St Petersburg, Russia

SportAccord – the umbrella organisation for all Olympic and non-Olympic international sports federations – launched the International Convention in 2003. The 6-day event attracts 2,000 leading representatives from international sport and is dedicated to engaging rights holders, organising committees, cities, businesses and other organisations in the development and future of sport.

Tel: +41 21 612 30 70

www.sportaccordconvention.com

5–7 JUNE

StadiumBusiness Summit

Hilton Manchester Deansgate, Manchester, UK

Combining a two-day conference programme, workshops, stadium tours, networking events and The StadiumBusiness Awards 2013, this is the essential stadium industry meeting of the year. This year the event will open with a special 'behind the scenes' tour of one of the most dynamic stadium environments – Manchester City FC's Etihad Stadium.

Tel: +44 (0)20 8133 5226

www.stadiumbusinesssummit.com

TBC AUGUST

The Free Radio Grass Roots Football Show

Venue TBC

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

8–10 OCTOBER

Leaders in Football

Chelsea FC, London, UK

An invitation-only event, Leaders in Football brings together the world's most important football leaders for two days of business, knowledge and best practice in a unique networking environment. The 6th annual summit will include five conferences – Leaders in Football, Leaders in Sponsorship, Leaders in Performance, Leaders in Digital Sport and Leaders in Racing – and around 100 speakers.

Tel: +44 (0)20 7042 8666

www.leadersinfootball.com

TBC NOVEMBER

BISL Annual Conference

Lord's Cricket Ground, London, UK

BISL (Business in Sport and Leisure) promotes the interests – and the profile, awareness and image – of the sport and leisure sector, targeting government departments and public agencies.

Tel: +44 (0)20 8255 3782

www.bisl.org

5–6 NOVEMBER

Sports Event Management Conference (ISEM)

Venue TBC, London, UK

ISEM offers attendees the opportunity to listen to some of the most high-profile influencers in the industry; to understand the planning, marketing and execution of sports events; to network with more than 200 decision makers from organising committees and federations; and to engage in networking activities which includes the ISEM Awards Dinner.

Tel: +44 (0)1264 852 010

www.iirme.com/isem

3–5 DECEMBER

Expo Estadio 2013

Red Pavilion, Expo Centre North, Sao Paulo, Brazil

Expo Estádio focuses on sports infrastructure for stadiums, venues, fitness centres, swimming pools, recreational areas and fields, plus equipment for stadiums and sports facilities. The programme will focus on venue management, architecture, and the safety and management of sports venues.

Tel: +55 21 4042 8704

www.expoestadio.com.br

SPORTS MANAGEMENT

HANDBOOK

ANALYSIS & TRENDS

Playing for Amnesty	40
Attracting Fans to the Game	46
Evolution of Super Theatres	50
Sports Museums & Attractions	56
Getting Intense	64
Active Nation Gets a Boost	70
Life's a Beach	74
Synthetic Surf: Cost & Benefit	80
Rise of Major Event Agencies	84

PLAYING FOR AMNESTY



With sport so embedded in so many cultures, we often overlook its most basic civilising influences: empowerment, confidence, sense of fair play, camaraderie, team working and a sense of shared purpose. Plus it's fun and, as well as bringing out our competitive sides, it also makes us smile.

For these reasons a number of adventurous organisations are braving warzones and volatile areas to take sporting opportunities to the people living there. Politically neutral, these projects are all about highlighting the similarities between people, not the differences. As Dorian Paskowitz, founder of Surfing-4Peace, says: "God and the devil would surf together if the waves were good."

PROMOTING PEACE THROUGH SPORT

Peace and Sport is one of the forerunners of the unity through sport movement. A politically neutral, Monaco-based organisation, it was set up in 2007 by Prince Albert II of Monaco and former pentathlete Joel Bouzou, based on their convictions that sport can change the world for the better.

"We promote peace through sport towards the most influential decision makers and with grassroots projects in some of the world's most vulnerable areas," says Bouzou.

Peace and Sport works with NGOs, governments, associations and National Sports Federations to design and

Sport is a universal language which can transcend any number of differences. Kath Hudson looks at projects which are making a positive difference in some of the world's most challenging and unlikely places

implement sports programmes within local contexts, rather than trying to impose a standardised system. Currently it is operating in Timor Leste, Ivory Coast, Israel/Palestine, Great Lakes Region of Africa, Burundi, Democratic Republic of Congo, Rwanda and Columbia.

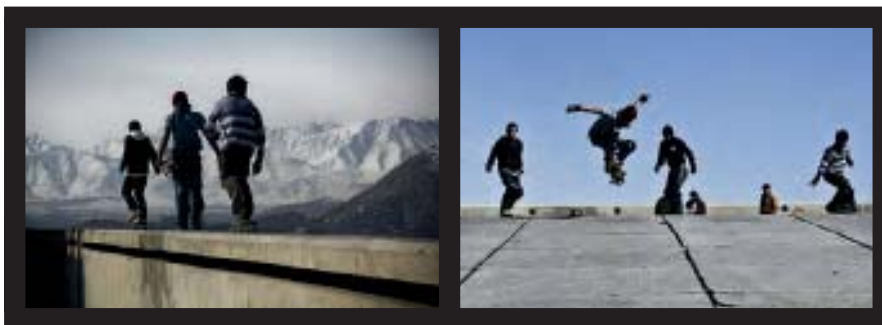
Bouzou says that one of the greatest examples of how sport can break down barriers was demonstrated at the 1st Peace and Sport Table Tennis Cup in Doha, Qatar, in 2011. North and South Korea – two nations which refuse to meet in other contexts – were among the 10 nations taking part. "Peace and Sport offered a unique opportunity to officials from politically divided countries

to attend the same tournament and to share time and talks," says Bouzou.

Going forward, Peace and Sport will be reaching out to more leaders, through its international forum, field projects, and the development of continental hubs. Encouraging private corporations to get involved is one of the key goals.

"Year after year, the peace through sport family gets wider, with a growing number of heads of state, international institutions, peace leaders, athletes and local organisations joining," says Bouzou. "I see in this dynamic the sign that our action is going forward. Who knows how far we can go."

- www.peace-sport.org



Skateistan provides youngsters in Afghanistan with an education, valuable skills and a safe haven



Monaco-based organisation Peace and Sport designs and implements sports programmes in vulnerable areas to make the world a more united place

SKATEISTAN, AFGHANISTAN

Unlikely as it may sound, girls are now skateboarding in Kabul, Afghanistan. Thanks to the efforts of intrepid Australian skateboarder Oliver Percovich, Afghanistan has a skateboard centre, where hundreds of young people come each week to perfect their board skills.

Afghanistan might not be the type of place most people would live out of choice, but Percovich chose to base himself there: "I was excited by the country. I liked that I could learn things about myself through existing in such a difficult environment."

He says he started the organisation without any particular plan, simply with the intention of marrying two interests

of working with children and skateboarding. Initially Percovich worked with children on the street, but his dreams of opening a centre manifested when the Afghan National Olympic Committee gave a land lease donation for a skateboarding centre in Kabul, helped by funding from the Canadian, Norwegian, Danish and German governments.

Now Skateistan is gearing up to open its second centre this spring, in Mazar-e-Sharif, which will be able to work with up to 1,000 students per week. The charity has also started a street programme in Phnom Penh, Cambodia.

The centres give children education, valuable skills and provide a safe haven. The aim is that the students who go

through the programme will then take ownership and lead the expansion of Skateistan. Since 2009 it has provided 28 jobs to Afghan youths from streetworking backgrounds. As 68 per cent of the Afghan population is under 25 years old and 50 per cent is aged under 16 years, providing opportunities for youths of all backgrounds is essential.

However, it is a challenging environment in which to operate. Two tragic suicide attacks in Kabul led to staff and students being killed. Also, 50 per cent of the students are street working children, who provide an income for their families through selling trinkets and chewing gum on the streets, so keeping up a good weekly attendance is a challenge. ➔



Gaza Surf Club has developed a surfing community where resources can be shared, a training forum and links to the international surfing community

▶ “For some families having their children come to Skateistan instead of working is simply unrealistic financially,” says Percovich. “Although every day that the children attend the programme, they gain valuable access to education and opportunities that can give them skills for the future, and are in a safe environment rather than on the streets.”

- <http://skateistan.org>
- info@skateistan.org

SURFING IN A WAR ZONE

Living in Gaza is tough. The Israeli blockade and clampdown on exit permits restricts freedom and there are no parks, greens, forests or open spaces to escape to. So the sea offers a refuge.

The son of a US diplomat, Matthew Olsen, who grew up in Tel Aviv in Israel from the age of 13, set up the Gaza Surf

Club in 2008, as a pilot project for his non-profit organisation, Explore Corps. There are three aims to the organisation: developing a surfing community where resources and expertise can be shared; providing a forum for training and support; and linking Gaza surfers up with the international surfing community.

“Surfers around the world are a kind of tribe and being incorporated and having the Gaza surfers welcomed into this global community is a big part of what the mission of the surf club is about,” says Olsen. “Especially considering how much Gaza has been cut off from the rest of the world over the past five years.”

A couple of initiatives are currently underway: producing training videos in Arabic and also manufacturing and selling Islamic swimwear, which allows girls to continue surfing into their teens,

without raising the ire of the government or traditionalists. A clubhouse will open soon to provide a hub where surfers can gather to socialise, swap tips, go online, host guests and repair their boards.

Running the club has demanded tenacity on behalf of Explore Corps. The biggest challenge continues to come from a well-connected NGO, which saw the financial potential in importing equipment and the media attention surfing attracts. They have waged an intimidation campaign, which has involved getting surfers arrested, confiscating equipment and spreading rumours that Olsen and Palestinian surfers are spies. Although a series of complaints lodged with the Ministry of the Interior has decreased the harassment, it is still the biggest challenge and has slowed the organisation’s progress.



Sister organisation Surfing4Peace simply hopes to promote friendship between people from different backgrounds and create an open atmosphere

Although mainly cooperative, the Hamas government also creates an administrative problem for the US organisation. Explore Corps is not permitted to work with the Hamas government, or even to ask for permission for projects, as this would come across as collaboration. Olsen uses his contacts to get a feel for what will be tolerated. "Getting involved in politics is a no-win situation for the club," explains Olsen. "But we have helped to humanise the people of Gaza by offering a new view of their daily life."

On the other side of the blockade, Explore Corps is involved with a second

surfing organisation – Surfing4Peace (S4P) was established by Israeli surfer Arthur Rashkovan and US surfer Dorian Paskowitz at the same time as the Gaza Surf Club, and was brought under the Explore Corps umbrella.

This partnership gives it the backing to administer the bulk of its initiatives, but the flexibility to remain more of a community than an organisation. S4P is prohibited by the Hamas government to have a presence in Gaza, as all peace-building initiatives between Palestinians and Israelis in Gaza were banned in 2010. Surfers in Israel have a much better deal

than in Gaza. Whereas Gaza has access to less than 30 boards, in Israel the surf scene is mature with about 20,000 surfers, including lots of females.

The main aim of S4P is simply to promote friendship. "Opposite to what it looks like in the media, many of us want to find ways to co-exist," says Rashkovan. "We want to get people in the water, show them the Aloha spirit and let them enjoy a pure feeling of freedom. Surfing can bring people from different backgrounds together. We try not to deal with politics, but keep it at a roots level and talk only with surfers."

➤ Going forward, Explore Corps has been asked to establish the first Palestinian Surfing Association – the Palestinian representative of the International Surfing Association – which governs international competitive surfing.

- www.gazasurfclub.com
- m.olsen@explorecorps.com
- www.surfing4peace.org
- art.rashkovan@gmail.com

SWAPPING SPEARS FOR BATS

South African cricket fanatic Aliya Bauer had the idea of introducing cricket to school children in the Laikipia area of Kenya, Africa, when she was working on a primate conservation project which involved going into schools.

“The children were used to being lectured to and were not very responsive to questions asked. I desperately wanted the children to open up and share their thoughts, so I thought of a different way to engage with them. I brought some mini-cricket equipment and introduced it in a primary school,” Bauer explains.

That was in 2007. Now cricket is being played in 24 schools, three youth cricket clubs and three children’s homes. Added to this, there are 105 trained coaches.

Maasai morans (warriors) saw the children playing cricket and were keen to have a go; the bowling action was similar to spear throwing and the thrill of hitting the ball appealed to their competitive nature. Soon there were enough morans to make up a team, although no other teams to play against, as cricket was unknown in the region. Cricket has united rival communities who previously raided each others’ cattle. “Cricket allows them to be competitive without being adversarial, allowing them to see beyond their differences,” says Bauer.



In Kenya, playing cricket has united rival communities who previously raided each other's cattle

A number of adventurous organisations are braving warzones and volatile areas around the world to take sporting opportunities to the people living there

The Maasai Cricket Warriors have surrendered their weapons and are campaigning against traditional practices such as polygamy, female genital mutilation and early childhood marriages. Bauer has noted it has empowered the schoolgirls, who were initially very shy but now tussle over the bat.

One of the greatest challenges is the lack of proper facilities and a shortage of adequate equipment, which is impeding growth. Also, many warriors don’t own shoes, which presents a safety risk.

Bauer is also disappointed that Cricket Kenya is yet to support the cricket development and is hoping to win its

attention. Funding is a challenge, with most to date coming from individual donors rather than a long-term donor.

“I hope that we will be able to secure funding and support for the Maasai Cricket Warriors to allow them to become full-time cricket coaches and players within their communities, and to see a Maasai Cricket Warrior opening the bowling attack for Kenya,” says Bauer. Bauer also hopes to take a team to the UK to compete in the Last Man Stands World Championships, following their success in last year’s tournament in South Africa. ●

- www.massaicricketwarriors.com
- maasaicricketwarriors@gmail.com



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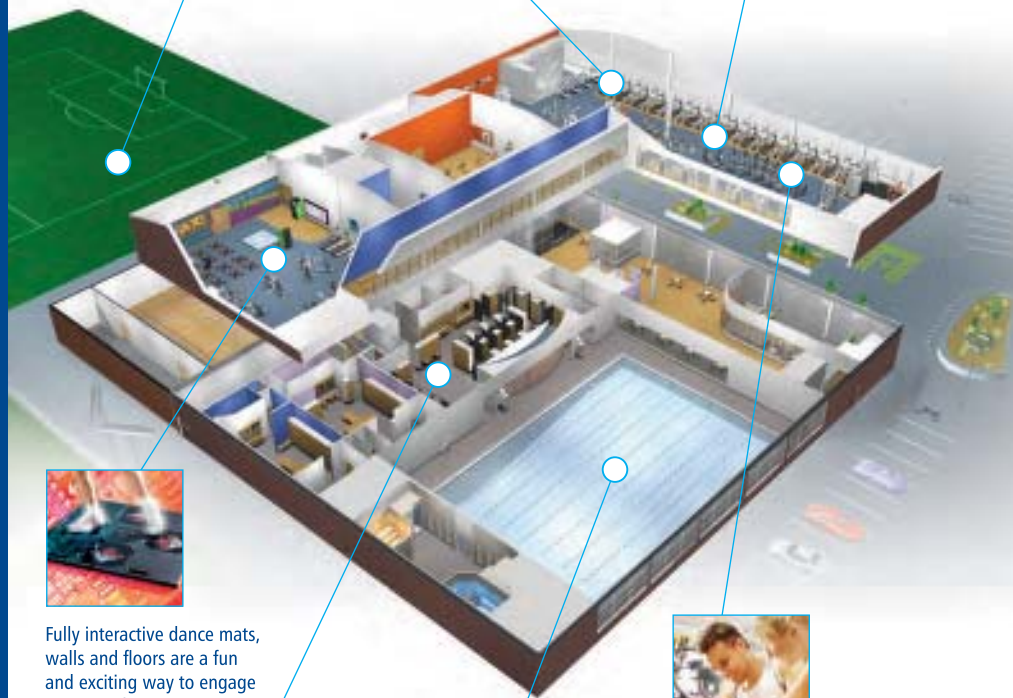
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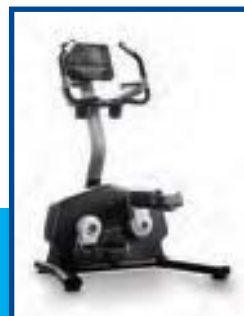


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London hosted the Tour de France Grand Depart (above left) and the first ever National Football League to be held outside North America (above right)

Attracting Fans to the Game

London & Partners' Iain Edmondson explains why London's outstanding infrastructure, sporting heritage and overwhelmingly successful Games will ensure its future as a world-class sports and events destination

“When our time came... we did it right.” Lord Sebastian Coe's words at the closing ceremony of the London 2012 Olympic Games perfectly summed up the reason why London is consistently heralded as the perfect inspirational and iconic stage to host major events. The city's unwavering passion for sport, unrivalled transport links and venue infrastructure – and unparalleled ability to draw huge international global media audiences – make it the number one sporting and live events destination.

As Lonely Planet recently wrote: “In the aftermath of the 2012 Olympic and Paralympic Games, you won't find a city with bleary after-party vibe, rather a fistful

of improved facilities and infrastructure, brand new and smartened-up hotels... and the comforting buzz of Londoners going about their daily business, secure in the knowledge that they live in one of the world's most captivating cities.”

London's reputation from the Olympic and Paralympic Games was hugely successful, but rather than sitting back and basking in the glory of perhaps the 'greatest Games ever', London is striding towards the next sporting milestone to secure the next accolade – ‘the city which truly made legacy a reality’.

SOLID FOUNDATIONS

Much of London's reputation as a world class events destination is built around

its outstanding infrastructure and sporting heritage. Regular events such as Wimbledon, The FA Cup Final and The London Marathon have for years captured the imagination of the world. Events including the Grand Depart of the Tour de France, the first ever NFL season game to be held outside North America at Wembley in 2007, and ATP's move to bring the World Tour Finals to London from 2009 are all evidence that the largest sports, rights holders and sponsors are choosing the capital as the most exciting destination for major events.

Following a hugely successful Games last summer, the city's infrastructure, logistics, expertise and enthusiasm to host global events has grown even further and



Londoners' passion for sport and the city's transport links and infrastructure make it a number one events destination

the capital is now blessed with a whole new event landscape complementing the number of world class venues it already has to offer. At the same time, hosting the Games has increased London's ability to leverage and combine elite performance sport with wider participation events, and is already inspiring new generations to get active.

London already has some of the most iconic sports venues in the world, including The O2 Arena, Chelsea Football Club, Wembley Stadium, Lord's Cricket Ground, The Brit Oval, Arsenal's Emirates Stadium and even spaces like ExCeL London, whose 100-acre (40.5-hectare) campus hosted London 2012 sports (including boxing, fencing, judo and table tennis).

Another area of the city which had a spotlight thrown upon it throughout 2012 was the region's rivers and waterways, which hosted everything from the processional Queen's Diamond Jubilee River Pageant to David Beckham's opening ceremony moment, and acted as a major artery for transport to and from the Olympic Park. London's waterways are certainly a major addition to future cultural, sporting and corporate events.

The 'halo effect' of London 2012 has been felt city-wide, as over £11bn (€12.6bn, US\$16.8bn) worth of investment has been made across the city, resulting in the enhancement of the transport network and new venues, hotels and attractions.

A NEW DAWNING

Working on behalf of the Mayor of London, Boris Johnson, the Major Events team at London & Partners is charged with bidding for and securing major events in the capital city.

In addition, the legacy of 2012 will leave a raft of new sporting spaces and brand new visitor attractions, including the revived canals and waterways of the River Lea and one of the largest urban parks created in Europe for more than 150 years – the Queen Elizabeth Olympic Park in east London.

Re-opening in July, the Queen Elizabeth Olympic Park will boast seven new sporting and hospitality areas: the ArcelorMittal Orbit – the tallest sculpture ➤

PROMOTIONAL FEATURE

► in the UK – which will be able to host 200 guests for a reception with fabulous views across the stadium; the Zaha Hadid-designed Aquatics Centre, the UK's only facility with two 50m (164ft) swimming pools and a dive pool with dry land training; a Multi-Use Arena known as the 'Copper Box' – used for Handball during London 2012 – which will become London's third largest indoor arena; the UK's first VeloPark, with an indoor Velodrome featuring BMX, mountain biking and one-mile road race circuits; the Lee Valley Tennis Centre and Lee Valley Hockey Centre; and a series of outdoor event spaces capable of hosting events from tens to hundreds of thousands of people. In addition, there will be a temporary exhibition and conference space at the south end and, of course, The Stadium – a 60,000-seat mixed-use stadium at the heart of the park.

There will also be a brand new event which will take place within the park and across London and Surrey. In August 2013, the city will host RideLondon, a new annual cycling weekend event which will feature world-class athletes battling it out, as well as a separate mass participation version for members of the public



The Queen's Diamond Jubilee River Pageant showed the potential of London's waterways

The success of the 2012 Games has reinforced London's reputation for delivering events on time and on budget

to participate in, so a combination which is world-leading and new to the capital.

Further developments planned include more major events throughout the city, as well as major infrastructure additions such as the Crossrail development (set to open in 2018), which will link east London to west London to dramatically reduce journey times, meaning London's connectivity has never been better.

FOCUSED ON THE FUTURE

Looking ahead to the next decade, London has already won bids to host a number of high-profile sporting fixtures: the 2017 World Athletics Championships,

Queen Elizabeth Olympic Park will open to the public in July this year

the 2013 ITU World Championship Series Triathlon Grand Final, the 2015 IRB Rugby World Cup, the 2015 EuroHockey Championships and also the 2015 Canoe Slalom World Championships. Having recently also been awarded both the 2017 IPC World Athletics Championships and the 2014-16 NEC Wheelchair Tennis Masters highlights a huge step-change in disability sport which London has achieved through last year's Paralympic Games. London is also a candidate host city for the 2016 LEN European Swimming Championships and is bidding for the 2016 Track Cycling World Championships

Another huge focus for the future is that of volunteers – the Games Makers and Team London volunteers played a huge role in the success of London 2012



Double Olympic Gold Medallist Laura Trott launching RideLondon with London Mayor Boris Johnson

and we intend to roll out the London volunteers again in the future to ensure that every event that comes to London has that same warm welcome.

HOW WE CAN HELP

London & Partners works with a number of organisations to secure a major sporting and live events programme for London. Key stakeholders include the Mayor of London and Greater London Authority, the Department for Culture, Media and Sport, UKSport, Sport England and the Arts Council England.

London & Partners' Major Events team is also working closely with the London Legacy Development Corporation in a bid to attract world-class events to the 2012 legacy venues. In addition, the

Mayor is seeking to secure a sporting legacy from the London 2012 Olympic & Paralympic Games which will be overseen by appointed commissioner for sport Kate Hoey, MP, with a huge investment fund of £30m (€34.3m, US\$45.9m) for grassroots sport in London.

One of the key legacy factors from the Olympics is that all of London city key stakeholders – including London & Partners, Transport for London, Greater London Authority, hotels and associations – have been working together to deliver the greatest event on the planet. With this experience and the relations that have been built, the city is much more co-ordinated, generating increased communication and a more collaborative atmosphere for the future.

The overwhelming success of the 2012 Olympic and Paralympic Games has had a positive effect on the whole industry, reinforcing London's reputation for delivering events on time and on budget, while simultaneously highlighting a superior workforce that has demonstrated the ability to execute events to the highest levels of delivery. ●

To find out more about London and the benefits of holding your event in the best big city on earth, please go to:
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THE EVOLUTION OF THE SUPER THEATRE

John Barrow from Damon Lavelle and Tom Jones from Populous trace the development of the arena, from its North American origins to the super theatres of today and the 50,000-seat mega-structures that are under construction

ALL PICS © POPULOUS



For more than a century, indoor arenas have been stages for theatrical entertainment, musical performance and, most usually and often, sporting events. Across North America, ice hockey and basketball teams play out the season's fixtures in these arenas – the majority of which have been built since the 1950s.

Arenas continue to be planned and built today, yet if we compare the size, shape and design of those earlier models with the 'super theatres' of the 21st century, it's clear that the concept has moved on significantly. So what lies behind these changes?

SUPER THEATRES

The most striking factor is the change in demand. Cultural performances, such as ballet and comedy, have crossed over from the theatre to the arena. Contemporary audiences increasingly want to see these types of shows, and live music too, rather than just sporting fixtures.

Touring acts declare The O2 Dublin (above) the best for audiences, while the O2 London (below) is the biggest ticket-selling arena in the world



With this has come a new approach to the staging of shows. Audiences expect a full experience, and in order to create that theatrical drama, every element has had to become increasingly sophisticated.

One of the most successful examples of this new type of 'arena experience' is the O2 London. Since opening in 2007, this former 'white elephant' has staged an extensive range of music and sporting events, with 150 occurring in its first year.

The restrictions of the existing Millennium Dome conferred their own logistical challenges (often compared to building a ship within a bottle), but the architectural approach was always focused on the experience of the end users of the arena. The event space and seating bowl form the heart of the building, with the public concourses and suite levels wrapping around this core. With world class acoustics and dramatic lighting that emphasise the scale and volume of the public space, the O2 attracts exactly the calibre of artist that the sponsor was

SPORTS DESIGN

- ➔ looking for – a calibre that has seen the arena voted Best International Arena of the year at the Pollstar Concert Industry awards every year since it opened.

Not only is the O2 the biggest ticket-selling arena in the world, out-selling its nearest rival by over 50 per cent, it hosts the world's most significant events, such as the ATP tennis finals and the highest profile concerts. On top of this, as the largest entertainment zone in London, the O2 has been a catalyst for the redevelopment of the Greenwich peninsula, prompting valuable additions to the arena's infrastructure, such as the new river-boat service. "The O2 Arena is without a doubt the best venue in the world," says promoter Frank Warren. The O2 London stands as a benchmark – the first of the new generation of arenas.

A year later, in 2008, the O2 Dublin in Ireland opened with similar impact,

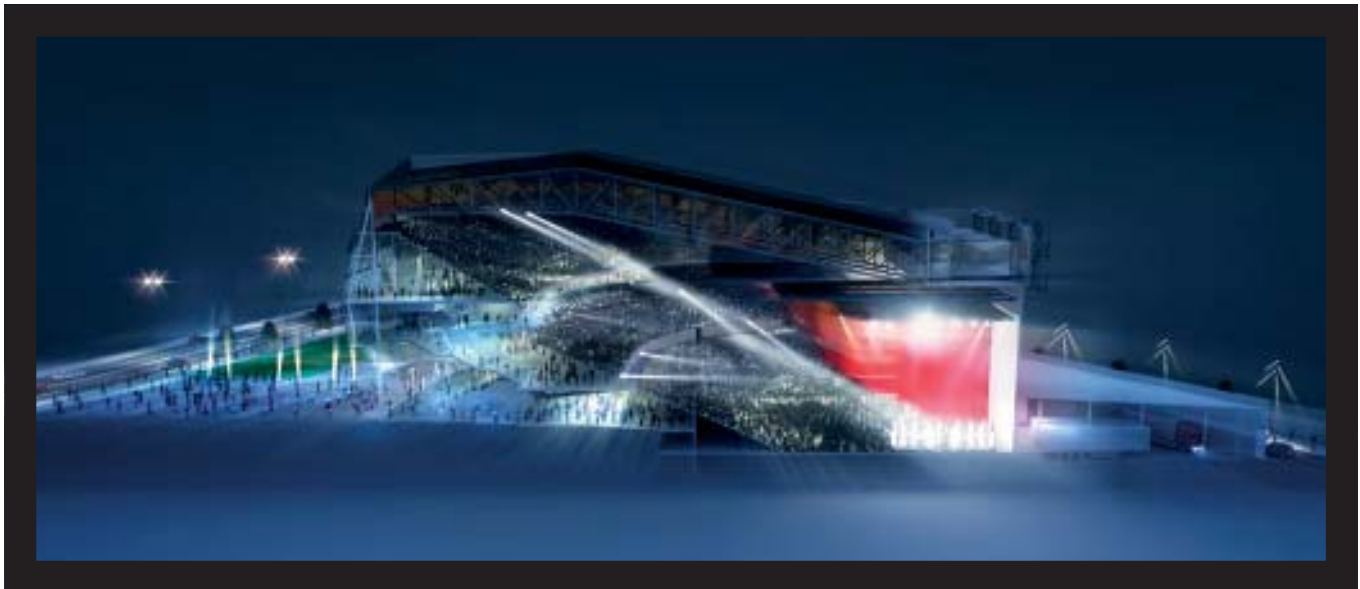
Audiences increasingly expect an immersive and theatrical experience when viewing live sports and music events at today's immense super arenas

giving a new shape to arena design. As with its counterpart in London, the building envelope was dictated by the restrictions of the existing historic façade of the famous Quayside train depot and warehouse that had been converted into the Point Theatre in 1989.

As the Point Theatre was too small for the city of Dublin – it was difficult to stage large touring shows effectively – the venue had to be redesigned and refurbished. The response to this huge challenge was to remove and relocate the internal heritage structure and create a unique elliptical auditorium.

This shape, with its exceptionally wide wings and retractable seating, means the O2 Dublin has the flexibility to accommodate a great variety of stage and sports events. The complete arena floor opens up for maximum standing capacity of 8,000 and a full seated/standing capacity of 14,000 when required, yet despite its large capacity the auditorium offers an intimate arrangement where all spectators are seated within a maximum of 60m from the farthest staging position.

The arena's flexibility is enhanced by a fully covered service area and a concealed service drive that assure minimal setting





up and breakdown time, as well as a clear height of 20m to the underside of the new roof, which contains new galleries, lighting and acoustic equipment. As a result, the venue has a capacity of 150 event nights per year and major acts declare the O2 Dublin one of the best for audience interaction in the world.

SHIFTING ARENA STYLES

The shift from the traditional oval shape to these new, theatre-style arenas has brought users much closer to the action. In the new Leeds Arena – a multi-purpose facility capable of seating 12,500 people – this tighter spatial configuration means that the rear seats will be around 70m from the focal point of the event, with all seats facing the performance area. Again, this optimises the experience of the spectator, as well as their comfort, convenience, safety and security.

The new 'super theatres', then, are about flexible spaces with enhanced technological capability for lighting,

Spectators in rear seats are only 70m from the stage at Leeds Arena (left). The Manila Arena (above) will be the largest ever, holding 50,000 people

rigging and acoustics, that deliver a fully immersive experience to the user. But how many users can there be?

Traditionally, arenas have been smaller than stadia, holding anything from 5,000 to 15,000 spectators. With the design for the new Manila Arena in the Philippines, that number escalates to 50,000; something that pushes the boundaries of arena design further than ever before.

Commissioned by the Church of Christ, Manila Arena will be the world's largest indoor arena. Situated on a greenfield site north of the city, the arena has been masterplanned to enable 50,000 people to gather inside the building and a further 50,000 to gather at a 'live site' outside to share in major events.

This vast scale creates technical challenges, especially since the bowl is one sided. How do you give 50,000 people a single focal point, a good view and a sense of atmosphere? The tight, compact shape helps achieve this with its saddle bowl form, high in the centre and dropping at the flanks. Strategically placed videoboards also help with atmosphere and provide additional viewing.

It's fair to say that Manila Arena's capacity pushes the boundaries of arena design. The finished building will not only hold major church gatherings, but also act as a multi-use sports and concert venue capable of holding a range of events from boxing to live music. There are clear sightlines from every seat on each tier, even for various arena configurations such as church ceremonies, tennis, concerts or indoor gymnastics. The vision will eventually see inclusion of shopping centres, a hospital and residential developments, with the phenomenal structure due for completion in 2014. ➔

Flexible buildings that can be transformed to meet the needs of the event and the comfort of the audience have transformed the development of arenas

➔ RUSSIA – ONE STEP FURTHER

If Manila Arena pushes the boundaries of arena design, the Alla Pugacheva Songs Theatre stretches them further than ever before. Pugacheva Arena, on a manmade island at the mouth of the Smolenka River in the Vasileostrovsky district of St Petersburg, Russia, brings together the development of the 'arena as super theatre' typology with the tradition in Russia of creating self-contained communities within mega structures.

Multi-use building complexes in Russian 20th century architectural history are variously attributed to unique aspects of the ways communities have always formed in Russia and the architectural experiments of the early 20th century which were created in response to the demands of the new social and political systems which were emerging at that time.

The desire to group together multiple activities in a single mega-structure is not just a response to climate, but reflects centuries-old cultural patterns enabled by 20th century technologies combined with political and economic reality.

Pugacheva Theatre builds on this tradition and shows how a multitude of leisure activities can be combined together with a broad range of cultural

Pugacheva Arena combines a multitude of leisure activities with cultural and residential facilities on an island site with spectacular sea and river views

and residential facilities in the one structure. This range of interlinked facilities (including hotels, conference centres and a winter garden) gives the arena form a new characteristic. Interlinked with the main hall are a variety of smaller performance areas, as well as working spaces for arts communities. Exhibition space is also directly linked to the auditorium's public spaces.

The Pugacheva building takes full advantage of its stunning island site, with spaces for a wide variety of dining, all interlinked with the performance and art

spaces. Maximum advantage is taken of views out to the sea and up the river to the heart of historic St Petersburg. This means that the building is also a wonderful place to live, and so apartments are integrated into the structure as well.

ARENA EVOLUTION

The modern arena has become a key ingredient in contemporary city life, hosting an ever-increasing mix of cultural, sporting and entertainment events, while providing an increasing level of comfort and sophistication for visitors.

These new and flexible buildings have the capacity to be developed in a wide variety of formats and scales to suit the requirements for each location and the type of content, making this an exciting time for all those involved in the design and development of arenas. ●



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SPORTS MUSEUMS & VISITOR ATTRACTIONS

Terry Stevens of Stevens & Associates reveals how the growing trend for sports museums and halls of fame is attracting fans and tourists interested in sporting culture, while generating additional revenue

It's unlikely any article in the history of *Sports Management Handbook* has opened with a quote from TS Eliot; well here's a break with tradition.

In 1947, Eliot wrote in *Towards the Definition of Culture* that "even the humblest material artefact, which is the product and symbol of a particular civilisation, is an emissary of the culture out of which it comes".

In this way, sports museums, halls of fame, visitor centres and the new generation of fan zones – such as the one at Cardiff City Stadium in the UK or the Turner Field fan area in Atlanta, US, where interactive experiences are built around stadia – provide fans and tourists with insights into a nation's, region's, community's or club's sporting culture and the context in which it developed.

SPORTING HERITAGE

These sporting attractions have a strong heritage in their own right, with the oldest sports museums in Helsinki, Finland, and Prague, Czech Republic, having existed for more than 50 years.

The past 30 years have seen national sports museums being built in Stockholm, Sweden; Paris, France; Basel, Switzerland; and Melbourne, Australia. Most recently Singapore and the US have also opened national museums dedicated to sport.

In Lausanne, an Olympic museum has existed in the Olympic Capital since the early 1980s. A new US\$40m (£24.6m, €30.2m) museum was opened on Quai D'Ouchy in 1993, and in January 2012 this highly acclaimed 20-year-old Olympic Museum closed for a major refurbishment to incorporate the recent Olympiads. It's due to re-open this year.

The Olympic movement has spawned a number of museums. Sochi opened Sporting Glory in 2008, while it's anticipated that the London Olympic legacy will result in a new attraction within the Olympic Park. Other host cities will inevitably aim to capture the spirit of their Games in some type of attraction.

SPORTS TOURISM

In the 2012 edition of the *Sports Management Handbook*, sports tourism was highlighted as one of the fastest growing sectors of global international tourism (The Sleeping Giant: page 34).

According to the UN World Tourism Organisation, sports tourism is currently worth around US\$600bn (£368bn, €452bn) per annum. It accounts for 10 per cent of the one billion global international tourist arrivals and is predicted to grow at 14 per cent per annum over the period 2012–20.

This growth is fuelled by mega-sporting events and people travelling to watch or participate in a wide range of sports. There's also an increasing demand

Ajax is now on its third museum. Built at a cost of €4.5m, the new experiential, immersive museum brings the heart and soul of the football club into the heart of the city of Amsterdam



The Hockey Hall of Fame in Toronto is an example of how sports attractions have become embedded as 'must visit' places within a tourism destination

both for sport as part of wellbeing- and fitness-motivated travel and sport as heritage or nostalgia travel. The relatively new phenomenon of sports architecture tourism involves visiting great stadia or arenas, irrespective of whether or not an event is taking place. London's Olympic Park and the tours of the Millennium Stadium in Cardiff, Wales, are examples of this increasingly popular activity.

Clearly, sports museums and visitor attractions are fundamentally important components of sports tourism. For the visitor they provide a focal point for a visit, a gateway to the narrative of the place they're visiting and an intriguing entree to the city, sports team or event they're about to experience.

The success of the Camp Nou Experience in Barcelona, now Spain's second

most visited museum after the Museo Nacional del Prado in Madrid, with over 1.5 million visitors a year, as well as the Manchester United Theatre of Dreams Stadium tour and visitor attraction; The Hockey Hall of Fame in Toronto, Canada;



The Camp Nou Experience in Barcelona is the second most visited museum in Spain

and the Museo do Futebol at the Sao Paulo Pacaembu Stadium in Brazil are examples of how such attractions have become embedded as must visit places within a destination.

LEADING THE WAY

The US has led the development of sports visitor attractions – there are an estimated 215 sports museums and halls of fame in the country. The US has a particular penchant for sports halls of fame, covering every type of sport imaginable, according to Wray Vamplew, Emeritus Professor in Sports Studies, University of Stirling, UK, with notable, longstanding examples being the National Museum of Racing and Hall of Fame, the Kentucky Derby Museum and the Baseball Hall of Fame in Cooperstown.

SPORTS ATTRACTIONS

➔ These types of sports visitor attractions and halls of fame are not without their critics. For example, one observer has written that these visitor attractions “reside at the intersection of history and nostalgia, being chock-full of memorabilia and nostalgic images of the sporting past, resulting in the beatification of the past and consequent miasma of woolly commentary, mawkish sentimentality and cardboard portraits”.

Ray Hole of Ray Hole Architects is also critical of the way sport is presented in these types of attractions. He says “There’s something base and visceral about sport which is never translated authentically – these attractions often feel as though something’s missing.

“Sport is the most combatative activity known to man other than warfare, yet that spirit is designed out. The smell, acoustics, taste, physical contact and the

Sport is a combatative activity – yet that spirit seems to be designed out. All too often the experience of a sports visitor attraction is sanitised and all too polite

psychological and emotional ecstasy and pain seem to have been removed. All too often the experience of a sports visitor attraction is sanitised and too polite”.

I agree. So why is this the case? Is it because design is undertaken by intellectuals, by technocrats or by exhibition companies whose formulaic approaches deny the spontaneity and sheer exuberance of the sporting occasion?

FAN ZONES

The move towards the concept of the fan zone, rather than the museum, is getting closer to overcoming the blandness of the more traditional sports attraction.

Sport spectating is passive, highly absorbing entertainment, as well as active and immersive escapism. We need to inject life and employ new approaches when we celebrate sporting heritage, heroes and legends and the power of such great human achievements.

These facilities are important social, cultural and, increasingly, commercial investments. As a result, we’ll see the continued development and growth of sports visitor attractions worldwide.

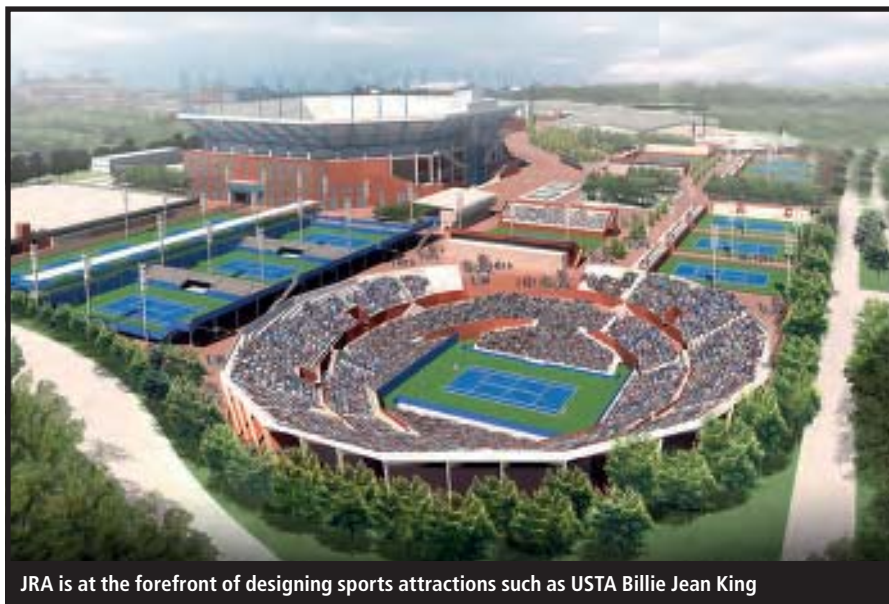
JACK ROUSE

US-based international exhibition designers Jack Rouse Associates (JRA) has more experience than most in the field of creating sports attractions. Shawn McCoy, vice president, marketing and business development at JRA, is optimistic about the opportunities for development.

“Given the overwhelming popularity of sport around the world, from professional leagues to the World Cup to the Olympics, we’re seeing more and more interest in the development of halls of fame and other sports-related destinations to provide fans with a unique and meaningful connection to their favourite sport, team and athlete”, says McCoy.

JRA’s portfolio of projects completed and underway spans the whole range of sports attractions, and includes:

- Classic museums such as the University of Kentucky’s Basketball Museum in Lexington, with its virtual basketball court and insight into the skills of the Wildcats’ greatest players.



JRA is at the forefront of designing sports attractions such as USTA Billie Jean King



PIC: ©REAL MADRID

Football Club Real Madrid is developing an extravagant branded resort island featuring a Real Madrid theme park attraction in the UAE

- Halls of fame such as Thunder Road USA – a celebration of NASCAR racing in Dawsonville, Georgia, which includes a virtual Thunder Speedway where up to six fans can race radio-controlled cars around a track.
- A new generation of fan zones in stadiums, such as those proposed for the Seattle Seahawks and the Indiana Pacers Conseco Fieldhouse.
- The creation of interactive retail spaces that double as attractions, such as at the USTA Billie Jean King National Tennis Centre at Flushing, New York.

North America leads the way in having the greatest number of sports attractions, but others are realising the potential of investing in these types of facilities, either as part of their commitment to hosting large sports events or to support their aim of becoming leading tourism destinations.

GLOBAL DEVELOPMENTS

World governing bodies of sport such as FIFA, with its new £120m (€147m, US\$195m) Soccer Museum in Zurich, are seeing the commercial opportunities that attractions bring in terms of the year-round use of stadia – increased footfall, brand extension and growing revenue from sponsorship and visitor spend.

The same is true for major sports clubs, such as Real Madrid, which is planning to create a branded, 50-hectare (124-acre), US\$1bn (£614m, €754m) resort island in partnership with the Government of Ras-al-Khaimah in the UAE. The development will include a Real Madrid theme park.

REGIONAL DEVELOPMENTS

Cardiff City FC in Wales has developed a fan zone in the new Cardiff City Stadium as part of a wider strategy to change the perceptions of fans and attract a new

generation of younger fans and their families to support the club.

Following extensive research and focus-group consultations, the Family Club at Cardiff City FC introduced incentives and activities designed to appeal to families of all ages. This initiative has turned the stadium's Family Stand into a hive of activity on matchdays, by enhancing the experience for fans, with an emphasis on families.

This programme, which utilises the fan experience as a catalyst for growth, won the Customer Experience Award at TheStadiumBusiness Awards in 2011.

Julian Jenkins, director of international marketing and special projects at Cardiff FC, says the club is applying the lessons learned from this successful family friendly initiative to all areas of its business to enable customers to rediscover and re-engage with its brand.

SPORTS ATTRACTIONS

He says: "I'm keen to highlight our model of innovation not preservation. Our move to the new Cardiff City Stadium allowed us to eradicate a number of historical problems with fans' behaviour and focus on delivering a diverse fan experience. We're constantly seeking new ideas to enhance our customer experience, and I'm certain we'll continue to develop this approach. We look forward to exploring the journeys and experiences that other venues have undergone."

AJAX

Another soccer club to take a more experimental approach is AFC Ajax NV of Amsterdam, the Netherlands. In 2010 Sid Lee Architecture, in collaboration with Sid Lee and gsmprjct, was mandated by Ajax to create the new Ajax Experience, which opened towards the end of 2011. This €4.5m (£3.7m, US\$6m), 1,000sq m (10,760sq ft) experiential and immersive museum brings the heart and soul of the football club into the heart of the city... "Amsterdam is Ajax. Ajax is Amsterdam". This is the third incarnation of this facility. It was originally located within the Ajax Arena, before being taken to an out of town commercial centre. The new Ajax Experience features seven themed areas (see Table 1) and has been located in the heart of the city, not far from the café in the former ABN AMRO bank in which the club was originally founded in 1900. According to Jean Pellaand, architect and senior planner at Sid Lee Architecture, the Ajax Build Giants exhibition is a whole experience, celebrating a unique story of achievement: "Visitors are invited to embark on an immersive journey through the team's history and heroes," he says. "We want them to experience what it takes to be a 'giant' through a



series of playful, interactive events and inspiring historical recollections".

SPORTS MUSEUMS SHORTAGE

Considering the potency, power and wide ranging interest in sport, the heroes and nostalgia for memorable and outstanding sporting moments and the iconic status of the great stadia, which are often referred to as 'cathedrals of sport',

Table 1: Themed zones at Ajax Arena in Amsterdam, the Netherlands

Experience	Surface area	Visitors in space at a time	Experience duration (min)
History Hall	148.3sq m	129	
Reception	20.4sq m	-	
The Well of Talent	47.2sq m	11	5
Giant Academy	118.1sq m	23	10
Training Field	275.8sq m	46	20
The Locker Room	41.3sq m	11	5
The Tunnel	13.3sq m	-	
The Stadium	186sq m	34	15
Ajax Around the World	50.4sq m	-	
Be a Giant (retail)	86.3sq m	-	
Total surface area:		1,000sq m	
Total experience duration:		60 minutes	
Visitors in space at a time:		137	

SOURCE: TOM BASON

it's surprising there aren't more sports attractions around the world. Relatively few clubs outside the US have their own dedicated museum or hall of fame. Globally, relatively few governing bodies of sport celebrate their heritage, achievements and importance through a permanent exhibition. Even in the UK, with one of the world's finest traditions of sporting heritage, you can count the number of sports visitor attractions on two hands.

AUSTRIA LEADS THE WAY

Austria is one of the few European countries to celebrate the diversity of its winter and summer sports in a structured and strategic way. Recognised by the World Economic Forum as one of the world's top three most competitive tourism destinations (see WEF, Tourism Competitiveness Index 2012), local museums of all types are considered essential features of all communities in Austria and a fundamentally important economic and cultural asset.

The Austrian sports museum landscape is very active, with sports museums being recognised as contributing to the brand and positioning of the country. For example, there are around 30 winter or Alpine sports museums. Some are sport- and very locally-specific (Leobersdorf Ski Museum and Kleinwalsteral Winter sports museum), while others are regional and generic (Alpineum in Hinterstoder, Salzburg Provincial Ski Museum or the prestigious International Winter Sports Museum of Murzzuschlag). Elsewhere, Austria has museums dedicated to hiking, soccer, motorsports, cycling, equestrianism, hunting, fishing and even diving (Hallstadt Diving Museum), billiards (The Billiard Museum in Vienna), bodybuilding



(the eponymous museum at the Arnold Schwarzenegger Stadium in Graz), and sport aviation.

In total, Gilbert Norden (Institut Fur Sportwissenschaft at the University of Vienna), writing in the *Journal of Sport History*, identified some 97 sports museums in Austria.

In the UK there are 25 sports museums (see www.sportsmuseums.co.uk), covering 13 different sports, from horse racing to badminton. The list is dominated by soccer. In November 2012, a ninth soccer museum was added to the list. Wolverhampton Wanderers FC has recently launched a new visitor experience. This long-established club has traditionally pioneered strong community relations

with the opening of a £1m (€1.2m, US\$1.6m) museum being the most recent part of this jigsaw. According to Wolves' CEO Jez Moxey, the vision of Steve Wilson – long-standing chair of the museum – “is as much about representing who we are now as a club, as it is our rich history, and the intention that grandparents, parents and children – whoever they support – will all be able to visit together and have a fantastic experience”.

Located in the £18m (€22.1m, US\$29.3m) refurbished Stan Cullis Stand at Molineux Stadium, the Wolves Museum features 25,000 pieces of memorabilia, including shirts, medals, old programmes and trophies collected over the club's 135-year history.

The immersive Ajax Experience successfully brings the heart and soul of the AFC Ajax football club into the city of Amsterdam

Designed by Cheshire-based Mather & Co, this is, surprisingly, the first football museum in the Midlands. Designer Chris Deaney, who worked on the Chelsea FC museum and the relocation of the National Football Museum from Preston to Manchester, says, “Our objective was to create a dynamic, interactive football museum that engages supporters of all ages, reminds them of their club's rich tradition and provides a great addition to their match day experience within the redeveloped Molineux stadium.”

The museum follows a rather typical pattern in terms of the development and presentation of the story of the football club. It's split into different zones, beginning with the club's early beginnings as an amateur team, through ➔

**Sport is, by its very nature, exciting, emotive and potent
– these characteristics must be reflected in the visitor
sports attractions of the future if they are to be a success**

SPORTS ATTRACTIONS

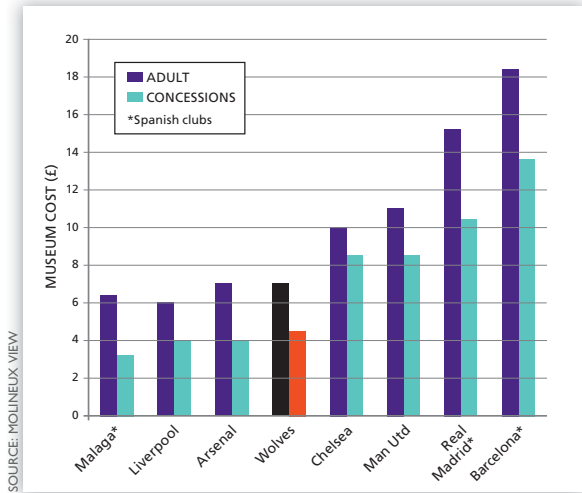


Wolves Museum showcases 25,000 pieces of memorabilia, such as shirts and medals collected over the club's 135-year history



- the 1950s when the team was unofficially known as the Champions of the World, to its present championship status.
- Other zones cover the story of the stadium, sport science and the heroes

Figure 1: Admission charges at UK and European soccer museums



and legends of the club via 22 touch screens. The highlight for many is the Hall of Fame's cinema, which shows footage from the club's past and famous games.

The opening of the museum in late 2012 prompted an interesting reaction from the club's fans. According to various fan websites, such as that written by Tom Bason on 14 November 2012 – 'Molineux View' – there is clearly pride in the fact that Wolves has become one of the few British soccer clubs to invest in a museum. However, there are concerns about its value for money and its relevance to anyone other than Wolves supporters. These are extremely valid questions and both of them are relevant to all club-based sports visitor attractions.

In exploring value for money, Bason also provides a useful chart comparing admission charges at a

selection of UK and European soccer museums. Wolves has an admission charge of £7 (€8.60, US\$11) for adults, £4.50 (€5.50m, US\$7.30) for concessions, and no discounts for season ticket holders or My Wolves members (see Figure 1).

LESSONS TO BE LEARNED

With sports tourism becoming an increasingly significant global growth market, major sports clubs must seek new and innovative ways of extending and commercialising their brand. And as sports events continue to drive destination development, we can expect to see further investment in sports visitor attractions. If these facilities are to become successful in capturing the hearts and minds of tourists and the all important fan market then there are clear lessons to be learned from the past.

Sport is, by its very nature, exciting, emotive and potent. These characteristics must be reflected in the visitor attractions of the future in order to avoid the concerns raised by Ray Hole and others. ●

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GETTING INTENSE

Rhian Evans and Geoff Vaughan came up with the brainwave of launching pop-up campsites at local sports clubs in London. Aimed at visitors seeking cheaper accommodation options, the initiative has left its own sports legacy

Campingninja is an online booking tool for hundreds of campsites across the UK, using the same model as Hostelworld and Late Rooms, but dedicated to the campsite industry. As outdoor enthusiasts we were inspired to launch the business in 2009 while finding it difficult to book a camping weekend, as the only available online tools at that time were directories, which didn't actually let you book a pitch. We decided to look at how we could solve such a problem.

It soon became clear that this project would need substantial investment – one of the main reasons this model had never been attempted before in the camping industry. We entered The Big Idea competition run by the Travel Trade Gazette and Dubai Tourism and after a written pitch was accepted we made it through to the final six. We pitched to our 'Dragons' and in 2009 were told that we had won – Campingninja was born.

CAMPING AT THE GAMES

While discussing the forthcoming Olympics, we came up with the idea of setting up temporary campsites at sports clubs in London to accommodate visitors.

As we both play for our local rugby (Rhian) and cricket (Geoff) clubs, we were well aware that many sports grounds have underutilised space during the summer months and that nearly all community clubs would jump at the opportunity to raise some extra revenue for much needed reinvestment. And of course, existing clubs already have all the necessary facilities in place (parking, showers, toilets, bar and catering). So the seed was sown and we set to work on making Camping at the Games a reality.

The objectives for Camping at the Games was to make the Games accessible to all by offering an affordable accommodation option, within easy access of the Games' venues. We wanted to enable community sports clubs such as



The Campingninja team manage camping projects from set up through to delivery



Camping at the Games provided an accessible and affordable accommodation option within easy reach of many of the 2012 Olympic and Paralympic venues in London

Blackheath Rugby Club, Eton Manor RFC and Surbiton HC with an opportunity to capitalise on the Olympic legacy and be involved in the Games. And, above all else, to spread the joy of camping.

MARKETING STRATEGY

We launched Camping at the Games with its own dedicated site and marketing strategy. Once the project was launched, we conducted a campaign to recruit eight to twelve community sports clubs in London, Weymouth and close to Eton

Dorney that could be transformed into temporary campsites during the 2012 Olympic and Paralympic Games under the Permitted Development Act.

Each site would also require a volunteer base that we could train to take on the task of running the site during the games – ensuring that the vast majority of revenue went back to the sports clubs.

Once the sports clubs were on board, Campingninja.com had the functionality to take bookings, so the next step was to let people know that we were out

there and that urban camping would be safe, secure, fun and feasible. In January 2012 the marketing campaign took off with a core message: great value, great atmosphere, supporting community sport and convenience.

TARGET MARKET

Our target markets included some of the 70,000 Games Makers, many of whom were tasked with staying in London for three weeks with no accommodation provision; families and students who, ➔

SPORTS TOURISM

➔ with or without tickets to the Games, wanted to stay in the capital city to soak up the atmosphere, but couldn't afford the 200 per cent hike in hotel prices; international visitors for whom travelling to the UK and staying in London would be very expensive; sports enthusiasts, who would be pleased that their pitch fees would be going back into local sport; workforce contractors, who were looking for cheap accommodation and, of course, camping enthusiasts.

To reach these people, we conducted an international campaign, and with the support of our marketing agency – Captive Minds – we were able to achieve global coverage and join forces with affiliates like camping retailer Blacks. In-house we conducted a social media campaign and took to the forums to chat to Games Makers. We also worked closely with England Hockey and the RFU; both of whom were very supportive.



Campingninja.com targeted Games Makers who wished to stay in London in 2012 but were unable to afford the price hikes at hotels

THE LEGACY

Camping at the Games featured twelve campsites (including two dedicated workforce sites) and accommodated more than 8,000 campers from 34 nations, which resulted in lots of Happy Campers (see box-out below) and lots of revenue generated for the clubs.

The funds raised by the venues mean that Eton Manor RFC and Blackheath RFC can now make considerable investments in their sports clubs and develop youth schemes. Club Langley has invested in a brand new outdoor sports facility and refurbished its showers. Surbiton HC is currently running the Future is Now campaign to redevelop its changing

facilities and is resurfacing one of its two hockey pitches; the proceeds raised will go a sizeable way to supporting this.

CONCLUSION

Camping at the Games was a huge success and a significant profile-raising exercise for Campingninja. Our web users increased by almost 50 per cent, we converted a new generation of campers and the feedback was extremely positive from the campers and the clubs involved.

The Foreign & Commonwealth Office in Rio de Janeiro, Brazil, has also approached us to develop a similar project for the next Olympic Games.

The operation of the campsites ran extremely smoothly, which reinforced our position as camping industry experts and our belief that there is no other booking system in this market as effective. We also discovered how much we enjoy running projects like this and it was especially rewarding to see grass-roots sports benefiting and the Olympic legacy live on well beyond the Games. That said, we've launched our event services arm and are continuing to run revenue-generating camping projects at large-scale outdoor events across the UK.

FUTURE SPORTS EVENTS

Inspired by the success of Camping at the Games, we have launched Camp at My Event – a service that offers the set up



Online booking tool at www.campingninja.com

Revenue generated

- ▲ 95.6% described the booking system as either very easy or easy to use.
- ▲ 95.7% were either satisfied, pleased or extremely happy with the service from Campingninja and 48.7% were extremely happy.
- ▲ 97.1% would be prepared to use Campingninja again to book camping pitches at other multi-day events if this service was available.



Rhian Evans (far left) and Geoff Vaughan (far right) were inspired by their passion for camping and playing sports

and operation of grass pitch campsites and pre-erected camping villages at sports and other types of events across the country. We aim to deliver real camping without the fuss; perfect for parties of any size.

We are passionate about camping and want to ensure that it is accessible for all at large-scale, multi-day events where camping is either not yet an option or where campers are restricted by the camping facilities currently on offer.

We want to share our love of camping and expertise by providing a secure, convenient and affordable alternative to other accommodation options, where it is not yet available – meaning more people will be able to attend events, whether it be in a pitch of their own or in a high-quality, pre-erected tent.

Event planners may not see camping as an option, but with the camping experts on board, setting up a campsite can be a reality. It can mean improving the

customer experience, increasing ticket sales, attracting more sponsors, and creating an additional revenue stream.

At Campingninja we have shown that we have an experienced team who can manage camping projects from set up through to delivery.

With this in mind, the team is now working hard with a number of large-scale future events to offer a bespoke professional service that will make camping a reality in 2013. ●

LONDON 1948

SPORTS MANAGEMENT EDITOR LIZ TERRY RECALLS HER DAD'S TALE OF HIS CAMPING ADVENTURE DURING THE 1948 LONDON OLYMPICS

In the summer of 1948, my dad, John Terry had just turned 23 and after being demobbed from the RAF, was studying to be a PE teacher at St Paul's College, Cheltenham.

A marathon runner, swimmer and gymnast, he was passionate about sport, and when the Olympic Games came to London, he had to be there: "there was very little sport on TV in those days," he told me, "if you wanted to know what world class sport looked like, going to watch it was the only way. Newspaper reports showed the occasional grainy photo and sometimes the results of races, but I was interested in bio-mechanics and race strategies

and there was no other way to gain that knowledge but to see it live."

The 1948 Olympics were known as the austerity games – rationing was still in force, so he got on his bike and rode from Cheltenham to London.

There was no money for hotels, so he pitched his tent in St James's Park and set up camp with a stove and billy can. Each morning he zipped up the tent, rode his bike out to Wembley and bought a ticket on the gate to watch the Olympics.

That was only sixty five years ago, yet the contrast to the 2012 Olympics is breathtaking. Imagine pitching your tent in St James's Park today, let alone your belongings being there when you

The London 1948 Olympics took place in a time of great austerity.



returned. Imagine being able to buy a ticket on the gate to watch the Olympics? Just impossible. Everything about his story made me smile.

He went on to spend his life in sport, studying at Loughborough and Carnegie and then teaching, lecturing and coaching. He loved it with a passion – especially swimming – and passed that joy on to thousands of others, including me.

He supported the launch of a whole raft of swimming initiatives, from the Age Group National Championships to the British Swimming Coaches' Association.

When I heard London had got the Games I hoped I might be able to go with him so we could share the experience – he would have loved to see the standard of excellence achieved and to feel the energy – and as an amputee, to have seen the Paralympics – but he died just before his 87th birthday in June 2012, missing it by a month.

He told me his enthusiasm stemmed from a free swimming pass he was given as a boy in Coventry – more proof, if it were needed, that giving kids access to sport at a young age can lead to a lifelong commitment which brings health, vitality, fun, companionship and wellbeing not only to them as individuals, but to many others. I think of that as his legacy. ●



John Terry – a lifelong love of camping and sport. (Centre right), the St Paul's water polo team, 1948

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ACTIVE NATION GETS A BOOST

Themis Kokolakakis from the Sport Industry Research Centre (SIRC) at Sheffield Hallam University highlights the trends in consumer spending within the thriving sports market

The years 2011 and 2012 have been very important, capturing the effect of the Olympic Games in tourism, consumer spending, employment and sports participation. This is a first attempt to estimate sport-related consumer spending in 2011, with estimates provided for the year 2012. This is closely associated with some forms of sports participation (through subscriptions to health and fitness clubs, for example) and

sport attendance. The estimates, in terms of value of spending and percentage change for the years 2007-2012, are presented in Tables 1 and 2 respectively.

MARKET GROWTH

The total value of the sport market in the UK was £22.7bn (€26.4bn, US\$34.4bn) in 2011, and it is expected to reach £24.3bn (€28.3bn, US\$36.8bn) in 2012, representing an increase of seven per cent. Over

the examined period 2007-2012, the market increased by 15 per cent in value terms. It's important to note that in 2009, under the influence of the recession, the sport market declined in absolute terms (minus three per cent), but it fully recovered in 2010, even exceeding its 2008 position.

Among all the sport-related categories considered in Table 1, the most important is clothing sales at £3.7bn (€4.3bn, US\$5.6bn) spending in 2012, followed by:

- TV and video = £3.4bn (€3.9bn, US\$5.1bn)
- Health and fitness clubs = £2.8bn (€3.3bn, US\$4.2bn)
- Off-course gambling = £2.3bn (€2.7bn, US\$3.5bn)
- Footwear = £1.6bn (€1.9bn, US\$2.4bn)
- Admissions = £1.6bn (€1.9bn, US\$2.4bn)

Smaller categories include sports goods, bicycles, boats, other participation, sport-related travel, books and magazines, newspapers, skiing holidays, football pools and other gambling.

TICKET SALES SOAR

Admissions to sports events were very strongly influenced by the Olympic and Paralympic Games (11 million tickets sold). The early sales of tickets meant that, in 2011 and 2012, the value of admissions

Table 1: Consumer Expenditure on Sport-Related Goods and Services (£ million)

£ (million)	2007	2008	2009	2010	2011	2012
Admissions	782	742	782	729	1,202	1,629
Sports goods	1,546	1,300	1,129	1,543	1,387	1,360
Bicycles	713	755	847	876	911	944
Boats	1,534	1,602	1,530	1,452	1,462	1,482
Other participation excluding health & fitness	1,368	1,298	1,012	1,098	904	1,141
Health & fitness	2,130	2,300	2,400	2,550	2,600	2,800
Clothing sales	3,000	3,043	3,044	3,220	3,542	3,674
Footwear sales	1,418	1,460	1,451	1,506	1,604	1,644
Travel	1,010	1,070	974	1,091	1,167	1,225
Books and magazines	206	194	187	189	189	188
Newspapers	383	360	352	345	370	363
TV and video rental, satellite/cable subscriptions, licences	2,591	2,713	2,927	3,102	3,230	3,360
Skiing holidays	886	879	819	776	770	771
Gambling: football pools	61	60	60	139	138	134
Gambling: off course	2,729	2,687	2,296	2,227	2,120	2,345
Gambling: on course and online	542	659	689	753	922	1,033
Other	161	165	171	178	186	193
TOTAL	21,059	21,287	20,668	21,774	22,705	24,285



PIC: ©WWW.SHUTTERSTOCK.COM/ RADU RAZVAN

Bicycle sales have grown by 32 per cent over the last six years, further boosted by Bradley Wiggins' 2012 Olympic Games and Le Tour de France wins

grew very strongly by 65 per cent and 36 per cent correspondingly, while during the period 2007-12 they more than doubled. Overall, in 2012, 75 million tickets were sold (excluding free events). Similarly, TV viewing figures rose sharply, reflecting the demand for the Olympic Games, tennis and premiership football, with the Manchester Derby in April 2012 attracting a record, for pay-tv, 4.4 million audience. Surprisingly, the expensive Olympic hospitality market did not negatively affect the remaining sector, with Royal Ascot corporate hospitality increasing by 10 per cent in 2012, followed by a slight increase at Wimbledon.

FITNESS HIKE

Bicycle sales grew by 32 per cent over the six-year period (2007-12), while in each of 2011 and 2012 sales increased by four per cent. The Olympics and the Tour de France were instrumental in this growth. Characteristically, in the year to March 2012, although Halfords' revenues declined by 0.8 per cent, the cycle element increased by around 10 per cent, verifying their assessment that social, health and environmental concerns are 'driving' consumers towards cycling.

The value of the health and fitness sector is expected to increase in 2012 by eight per cent and over the period

2007-12 by a total of 31 per cent. This is driven by a combination of Olympics-related demand, an expansion of budget operators and a relentless restructuring of infrastructure. For example, British Land sold five of the Virgin Active Clubs it acquired in 2011, and Fitness First is looking into offloading 58 loss-making gyms, hit by the economic downturn and the popularity of the low cost operators.

One of the latter – the Gym Group – is to expand its partnership with budget hotel operator Travelodge to find 10 new co-locations in London and the South East. The Gym Group aims to open 20 new gyms in London by the end of 2013. ➔

CONSUMER SPENDING

THE SPORT MARKET IN THE UK INCREASED BY 15 PER CENT IN VALUE TERMS BETWEEN 2007 AND 2012 – THE ONLINE SECTOR IS BECOMING A MAJOR DRIVER

➔ According to the Office for National Statistics, the expansion in the health and fitness market coincided with an increase, in healthy life expectancy of two years between 2005 and 2010.

In 2011, both sport-related clothing and footwear increased very strongly, by 10 per cent and six per cent respectively. Over the six-year period, the aforementioned categories increased by 22 per cent and 16 per cent correspondingly.

However, the market was not just driven by the Olympics-related demand. A number of outdoor sport retailers in the North of England are developing worldwide reputations. One of them – Berghaus – aims to reach a turnover of

US\$500m (£330m, €384m) within the next 10 years and become one of the top five global outdoors brands. Half of its sales are exported to 45 countries, employing 230 people. Another retailer – Barbour – exports to 40 countries, generating a £90m (€104.7m, US\$136.5m) turnover (2010) and employing 550 people in its overall retailing and manufacturing operations.

INTERNET SPEARHEADS SALES

Another factor that changes as well as drives the market is fast increasing internet sales, which challenge the supremacy of the market's street operators.

In October 2012, despite the Olympic



The low-cost operators' business model has boosted the health and fitness sector

effect, declining profits forced JJB into administration. In other cases, such as Adidas – the official sportswear partner of the Games – the Olympics became a positive stimulus for the company's sales, which are expected to grow by more than 15 per cent in the current financial year. Similarly, sales in Sports Direct increased not only because of the beneficial effect of the Games but also because of the company's strong internet-sales profile.

SWEEPSTAKES

Although off-course gambling increased substantially in 2012 by 11 per cent, the bigger picture is that it declined over the six-year period by 14 per cent. The most dynamic element of the sport gambling market is online/on-course gambling, which grew by 22 per cent in 2011 and by 91 per cent overall.

In the year to 1 January 2012, William Hill's net revenue from online and retail shop operations increased by 27 per cent and six per cent respectively and to increase online and foreign earnings, the company joined forces with GVC Holdings to table an offer for Sportingbet's operations in December 2012.

Table 2: Consumer Expenditure on Sport-Related Goods and Services (% change)

% change	2007	2008	2009	2010	2011	2012	2012/07
Admissions	10	-5	5	-7	65	36	108
Sports goods	0	-16	-13	37	-10	-2	-12
Bicycles	8	6	12	3	4	4	32
Boats	3	4	-4	-5	1	1	-3
Other participation excluding health & fitness	12	-5	-22	8	-18	26	-17
Health & Fitness	-9	8	4	6	2	8	31
Clothing sales	3	1	0	6	10	4	22
Footwear sales	3	3	-1	4	6	2	16
Travel	9	6	-9	12	7	5	21
Books and magazines	0	-6	-4	1	0	0	-9
Newspapers	-2	-6	-2	-2	7	-2	-5
TV and video rental, satellite/cable subscriptions, licences	-2	5	8	6	4	4	30
Skiing holidays	5	-1	-7	-5	-1	0	-13
Gambling: off course	11	-2	-15	-3	-5	11	-14
Gambling: on course and online	129	22	4	9	22	12	91
TOTAL	4	1	-3	5	4	7	15



PC: @WWW.SHUTTERSTOCK.COM/FEATURELASH

The Games did not negatively influence sales to other sports events – admissions to the 2012 Royal Ascot horseracing event increased by 10 per cent

In the six months to 30 June 2012, Paddy Power's online business increased its turnover by seven per cent to €48.5m (£41.7m, US\$63.2m).

The expansion of online betting underpins the success of Perform, a company that buys online rights to TV sports coverage and repackages them for media companies, consumers and bookmakers. According to the online betting company, consumers' online migration has accelerated as a result of the growing popularity of smartphones and tablets.

LASTING LEGACY

These are just some of the trends to hit the sports markets, and their relationship – in some cases – is due to the 2012 Olympic and Paralympic Games.

The legacy of the Games can continue through increases in sports participation (the main challenge in the future) and through a continuous effort to capitalise on the existing infrastructure, by bringing new events home. To this end, UK Sport has launched a £27m (€31.4m, US\$41m) campaign – known as the Gold

Event Series – with the aim of attracting more than 70 international sporting events to the UK by 2018. It's expected that, if successful, the events will boost the economy through tourism and by inspiring domestic sports participation. This underlines a real economic force. For example, figures released in February 2013 by VisitBritain showed a strong rise in the number of tourist arrivals associated with the Olympic Games and the Queen's Diamond Jubilee, generating around 4,000 new jobs. ●

LIFE'S A BEACH

The London 2012 Olympic Games proved beyond doubt the value of temporary overlay. A flagship example of the high calibre experiences that can be achieved with temporary infrastructure was The Arena Group's 15,000-capacity Beach Volleyball stadium on Horse Guards Parade

The historic site, located on the Prime Minister's doorstep in central London, is more used to hosting tourists as they head to Buckingham Palace, and the red tunics and bearskins of soldiers as they march for Trooping the Colour. But last year was a different story – with Horse Guards Parade becoming home to one of the world's most complex temporary stadiums. For 14 days it hosted one of the most coveted sports of the Olympic Games, welcoming hundreds of athletes, thousands of accredited media and

watched live by more than 500,000 people and by millions more on television across the world.

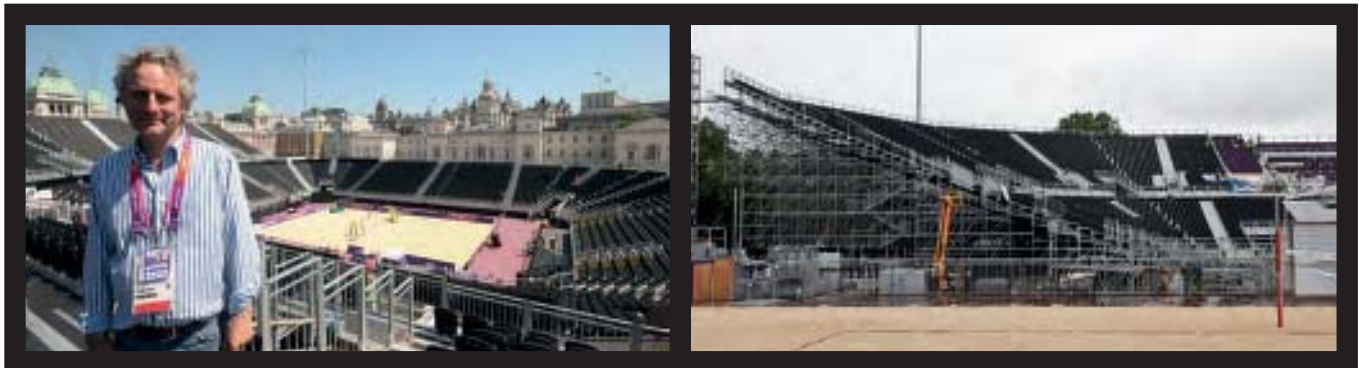
Adam Wildi, Arena Group's project director for the project's two-year duration and an Olympic professional responsible for the technical delivery of the Opening and Closing ceremonies at the Athens Games, among others, commented: "When LOCOG first announced that Beach Volleyball would be held on Horse Guards I think the whole industry was taken aback – it didn't seem conceivable that such a location could appropriately

and successfully host such an event. Every temporary build has its own concerns and unique requirements but this location perhaps even more so."

THE EARLY STAGES

At the time of planning, building an event of this size at this iconic venue was unprecedented and required a full feasibility study before LOCOG could give the go ahead for its ambitious plans.

The feasibility study raised some interesting considerations; with so much to construct in such a tight timeframe



Adam Wildi, Arena Group project director at the Horse Guards Parade structure during the 2012 Olympics Games (picture left)



With rave reviews from the media, public and LOCOG spokespersons, aesthetically the stadium got the thumbs up on every count

it found that the only way to achieve this was to streamline the supply chain, employing one main contractor to manage every element of the build.

Alongside the stadium itself this included the installation of 3,000 seats along The Mall for the cycling and road races, practice courts and hospitality structures on St James Park and the warm up courts and ancillary structures around Queen Victoria Monument.

In total, the site spread across 32 acres (13 hectares) and had just a 42-day build time. Back-to-back with The Queen's Diamond Jubilee and Trooping the Colour ceremony, there was no room for error.

A complex containment strategy to distribute power, water and all of the broadcasters' cables and fibre-optics was also needed. Requiring the same level

of planning as a permanent city, the cables alone required 72 cable bridges to channel five million litres of water and 2,700kw of power during the course of the two-week event. More than 400 crew, 150,000 man hours, 123 temporary structures (10,363sq m, 111,546sq ft), 180 temporary cabins, 2.36 miles (3.8km) of fencing, 3,483 truck movements and 30,000sq ft (7,787sq m) of trackway somewhat outline the size of the project.

After a competitive tender process, Arena Group was contracted as LOCOG's only turnkey contractor for the London 2012 Games, project managing and delivering every aspect, including the build of the site's main attraction – the Beach Volleyball Stadium.

The entire build needed to be brought in quickly and efficiently and removed

without a trace and respect needed be paid to the prestigious nature of the venue. In July 2011 a test event was held.

Wildi commented: "The test build was a vital stage in the process, it not only gave us a taste of what we needed to achieve the following year but more importantly it gave the various stakeholders the opportunity to air any concerns and ask any questions they might have. It was vital in cementing the relationships which helped the actual build in 2012 go so smoothly."

PUSHING THE BOUNDARIES IN TEMPORARY

Designed by Team Populous (led by Populous and assisted by Allies & Morrison and Lifschutz Davidson Sandilands) the 15,000-capacity demountable stadium was designed with the upper fourth side ➔

TEMPORARY STRUCTURES

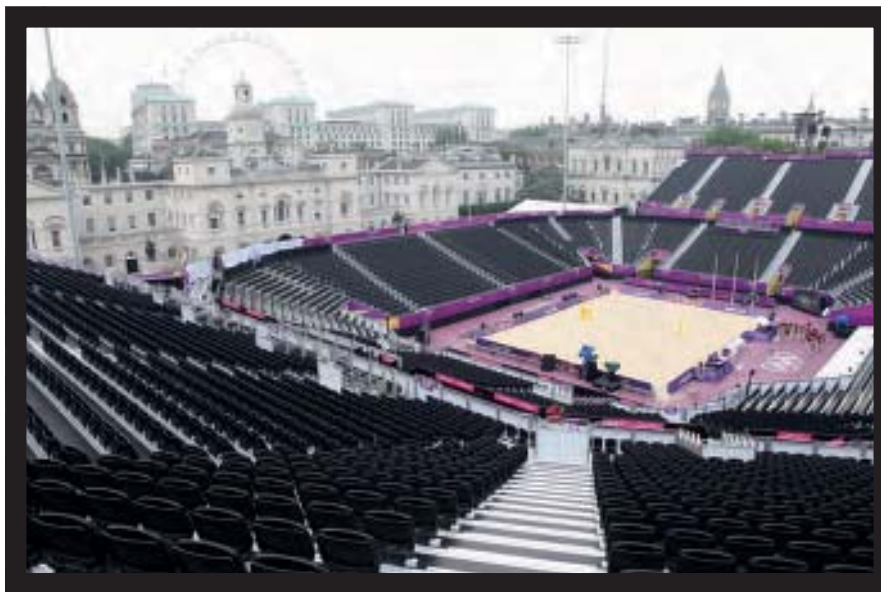
- of the stand removed. Framing the skyline was always going to be the basis of the design, giving guests an uninterrupted view of the Millennium Wheel, Big Ben and just about every important government building in London.

With rave reviews from the media, public and LOCOG spokespersons, aesthetically the stadium got the thumbs up on every count. But the infrastructure underneath was also a vital consideration, needing to allow easy access and accommodate media requirements.

Wildi said: "From a project management perspective it was broken down into four areas. The stadium seating bowl, the undercroft within the grandstand for broadcasters and officials, the field of play (in this case sand), with the fourth being the rest of that venue (warm-up courts, catering areas etc). We included some difficult aspects from an engineering point of view – such as the lifts which went up through the substructure."

A standard temporary seating system would not accommodate such a complex design. Arena used its patented Clearview system to make the design a reality.

Joe O'Neill, director of global overlay, who conceived the idea of Clearview, said: "It uses a support system which can be easily reconfigured, allowing each individual row of seats to be adapted and raised to the precise height necessary to give the best possible view. It's the first time that this has been possible in a temporary seating system and is the



Arena used its patented Clearview seating system to make the design a reality

world's first demountable seating system which allows C-Values (the international measurement for sightlines) to be tailored. The parabolic system minimises the overall height of the grandstand without compromising the sightline – which was vital for the location and for Team Populous's ambitious design."

THE LEGACY

Arena Group employed a sustainability consultant to ensure the environmental impact of the project was as minimal as possible. An extensive recycling programme was introduced across the site, and over 95 per cent of the equipment used came from Arena's hire stock and was returned after the Games.

Equipment that couldn't be reused by Arena was donated to local clubs and schools, including rubber matting and draining matting. The 400 tonnes of sand used across the main court, practice and training courts was all sustainably sourced from a quarry in Godstone, Surrey, and donated to beach volleyball courts across London.

O'Neill concludes: "Temporary venues were a central part of LOCOG's commitment to sustainability, with the same amount of temporary overlay being used in London as previous Games in Sydney, Athens and Beijing combined.

"The biggest legacy of all is the fact that there is a proven, fully functional temporary stadium that can be designed to fit the needs of any host city or sport.

"It can be installed quickly for a short period of time and removed without a trace. This is a powerful solution for major events and we're very excited about what the future holds for demountable stadia and the Arena Group."•

**TEMPORARY VENUES WERE A CENTRAL PART OF
LOCOG'S COMMITMENT TO SUSTAINABILITY**

TEMPORARY STRUCTURES – CASE STUDIES



The covered court building forms part of a wider programme of work at the university

Spatial complete covered tennis centre for Exeter uni

Spacial Structures completed a six-court tennis and netball building for the University of Exeter – recently ranked as a Top 10 UK University for Sport. The covered court building was awarded to Spatial Structures by Kier Construction and forms part of a wider programme of work at the University that is seeing £380m (€430m, US\$561m) being invested in new facilities.

The building covers six tennis and six netball courts and is 40m (131ft) wide and 105m (344ft) long. During the course of construction, the site was featured on

BBC Breakfast. Spatial Structures' managing director Terry Young was interviewed by BBC presenter Stephanie McGovern, along with senior construction experts and a representative of the university, to coincide with the announcement of the UK's gross domestic product figures.

Phil Attwell, the university's director of sport, said: "This was an ingenious solution to a longstanding problem; how to make the maximum use of our outdoor facilities all year round.

"We can now extend our programme and offer more flexibility both to students and the local community."

Terry Young commented on the project: "We were delighted to have been chosen for this prestigious project for the University of Exeter.

"While we're very much experts in the more general field of steel framed fabric covered structures, we feel we can add even more value when these are applied in the sports and leisure world."



The hall covers six tennis and netball courts

Tumblers' tunnel

More commonly associated with football grounds up and down the country, a retractable tunnel is now being put to a very different use by the tumblers at Pinewood Gymnastics Club in Berkshire.

The club, based in two purpose-built gyms in Wokingham, called in specialists Spaciotempo UK to provide the 8m (26ft)-long tunnel as an innovative way to help youngsters learn run ups.

Pinewood Gymnastics Club is home to the Pinewood and Great Britain Elite Tumblers, a troupe of British, European and world champion athletes. To train efficiently, a tumbler requires a track measuring 25m (82ft) – about the length of three London buses – in order to practice.

As Pinewood club's hall is simply not long enough, until last year, tumblers had to start their run-ups outside the building – entering through a doorway – before finishing up on the opposite side of the gymnastics hall.

The local parish council turned down the club's application for permission to build a permanent shelter, deeming it "too obtrusive", so the club contacted Spaciotempo UK.

The parish council didn't oppose plans for a temporary tunnel and Spaciotempo installed the structure, which measures 2.4m (7.9ft) wide by 2.74m (8.9ft) high.

The Open Championship, Royal Lytham & St Annes, Lancashire

The Open Championship, the world's oldest and one of its most prestigious golfing tournaments, was held at Royal Lytham & St Annes in Lancashire in 2012.

The official patron of The Open, power plant specialist Doosan, sought an eye-catching temporary structure in which to showcase some of its construction machinery from the range of products and services that the company has to offer. The space also doubled up as a golf-themed visitor area where guests were able to try out



The Doosan structure at The Open

their golf skills, relax and have fun playing on construction machinery simulators. Neptunus supplied a 300sq m (32,292sq ft) Neptunus Evolution II structure due to its

ability to be easily branded. Neptunus erected the temporary structure while the exterior and internal fit out was carried out by Grupo Intermedio.

The Evolution II allowed for Doosan's impressive branding to span the entire frontage of the building. As a result, the structure's size and striking aesthetics helped to maximise Doosan's brand awareness at the event. Unai Camargo, purchasing manager at Grupo Intermedio said: "Neptunus supported us in designing and delivering a solution that fulfilled our client's expectations."

Silverstone circuit a temporary home for GL Events Owen Brown team

Members of the GL Events Owen Brown team became very familiar with the Silverstone circuit in Northamptonshire during 2012. In fact, the UK's motor racing mecca became a home away from home for many as the

temporary structure specialist worked on two high-profile projects on site.

At one point during July the company had no fewer than 12 staff stationed at Silverstone, with one team dismantling the 12,000sq m (129,000sq ft) of hospital-

ity space it provided for the Formula 1 British Grand Prix and another building structures for the Silverstone Classic.

The British Grand Prix is one of the biggest events on Owen Brown's sporting calendar. The firm has supplied temporary structures to the event since 1950 and spends a quarter of its year at Silverstone assembling and dismantling structures. This year it supplied

three fully lined structures, including a 4,050sq m (44,000sq ft) structure on the inside of Stowe Corner and a 3,300sq m (35,500sq ft) structure for Club Silverstone, next to Becketts Grandstand.

It also supplied kitchens and separate bar structures, as well as glass doors, access ramps and flooring systems throughout. The two-day Classic, meanwhile, saw Owen Brown provide 1,500sq m (16,000sq ft) of temporary structures, including a mixture of hard-sided structures and marquees in the Village Green and International Paddock areas to accommodate trade stands and sponsors' stands.

It also supplied a 120sq m (1,300sq ft) Absolute structure to house the International Paddock Café, as well as 300sq m (3,000sq ft) and 60sq m (646sq ft) structures for a temporary art and photography gallery.



Owen Brown spent a quarter of its year working at Silverstone



GLOBAL EVENT DESIGN



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COSTS AND BENEFITS OF SYNTHETIC TURF

Synthetic surface materials, specifically for football pitches, became available over two decades ago, with significant technological improvements supporting a more natural look and feel to the turf.

Since its introduction, there have been both positive and negative reactions to using synthetic turf in football stadiums, but due to the characteristics of the newest generation of products, the use of synthetic turf for football is now supported by UEFA, FIFA and many national federations/leagues.

The quality of the synthetic surface must be regularly maintained, and the field has to be tested to FIFA standards to ensure its safety and performance characteristics, whether at the elite or community level. FIFA has even drawn up criteria for the quality of professional and communal pitches and has issued a set of necessary guidelines for the benefit of national associations.

USAGE

There's a common understanding that synthetic turf is typically used in regions where climatic conditions don't allow for the efficient usage and maintenance of natural grass fields. However, an overview of the current number of stadiums hosting synthetic turf in the European top-tier leagues does not seem to fully support this perception.

In fact, based on KPMG's research, while the majority of stadium fields are in Norway, Russia and Switzerland, synthetic fields are growing in popularity in countries with less severe climatic conditions, including the Netherlands, France, Italy and Ireland.

INVESTMENT

The costs of installation, testing and replacement are key items in the decision to replace a natural grass pitch with a synthetic surface. The price for a synthetic pitch depends on the quality of the

European Synthetic Turf Organisation (ESTO) commissioned KPMG's Sports Advisory Practice to compile a report on the costs and benefits of using synthetic turf in football stadiums. Here's what they found

synthetic turf chosen, the base required, and other considerations regarding the premises and expected future use. For example, clubs with an ambition to play in European competitions need to consider that UEFA regulations demand synthetic turf be granted both local and FIFA certificates, that the stadium be equipped with a drainage system and, if necessary, other facilities to ensure the field of play is playable on any match day during the whole UEFA competition season.

The price of alternative types of turf varies greatly, with standard quality synthetic fields ranging from €300,000 (£258,700, US\$403,250) to more than one million euros (£862,300, US\$1.34m) in investment value, according to interviews conducted by KPMG. With more recent innovations, synthetic turf is suitable for playing in the top-tier leagues, providing an even better playing experience. Under normal circumstances a natural pitch requires a lower investment value (€150-350,000; £129-302,000; US\$202-471,000) than a synthetic pitch of standard quality. Usually the surface of the turf needs more frequent renewal, while the sub-base has a longer life cycle. Replacing only the top layer amounts to around 50 per cent of the initial capital investment.

Use of synthetic turf for football is now supported by national sports federations and leagues – FIFA has issued a Quality Concept certification process



Footballer Ryan Giggs playing on synthetic turf at the UEFA Champions League Final game held at Luzhniki Stadium Moscow in Russia in 2008

BENEFITS

KPMG identified the key arguments often used by industry stakeholders when presenting their case for installing synthetic turf. These arguments, which are strictly interrelated, but addressed individually hereafter, are as follows:

- Increased frequency of usage
- Extra revenue generation
- Cost-saving opportunities
- Strategic benefits

Frequent usage

The potential business case for switching to synthetic turf is primarily shaped by the facility owners' commercial approach to the utilisation of the pitch, and how they are able to take advantage of the various benefits of using a synthetic playing surface more frequently.

Synthetic turf offers the opportunity to generate a steady, year-round revenue stream, not dependent on the on-pitch performance of the club.



ALL PICS: ©WWW.SHUTTERSTOCK.COM

The utilisation figures from KPMG's research about the actual usage patterns on an annual or weekly basis are quite revealing. Teams typically use synthetic turf over 300 days a year, excluding major clubs that have installed highly sophisticated systems. The comparative figure for use of natural grass pitches can vary between 30 and 70 days per year, depending on the number of clubs sharing the same facilities, the length of the league and other factors. As per the weekly statistics, clubs typically utilise synthetic turf 20-40 hours per week, in contrast to 5-10 hours of natural grass usage before they made the change.

Again, major teams in the top leagues may prefer resting the pitch, even if

synthetic, but they often have training grounds with synthetic turf for more regular usage, not necessarily putting pressure on the main field.

Revenue generation

Commercial income opportunities arise through pitch and stadium rental. In general, in countries with more extreme weather conditions, there is a shortage of playing fields with appropriate surfaces that allow play on a more regular basis. This stimulates higher demand for synthetic fields, leading to more commercial opportunities for stadium managers.

Furthermore, it appears that clubs are more successful in generating revenues in economically developed markets, where ➔

SYNTHETIC TURF

- there is the benefit of higher consumer and corporate spending power.

KPMG's research findings show that with a proper business plan and professional management, some clubs can generate respectable revenues on a weekly basis, by renting out their synthetic field. This would not be possible with natural grass fields due to their much lower potential utilisation rate and the higher risk of surface damage.

Cost saving

A primary source of financial benefits related to the adoption of synthetic turf is the potential savings achieved following its installation. These benefits can be classified into three main categories.

1. Maintenance benefits

If synthetic turf is to be made a worthwhile investment, it requires regular and carefully scheduled maintenance. Maintenance is important to enable synthetic turf to withstand the heavy use that it is often subjected to, and to ensure its performance, longevity and safety over its lifetime. Regular maintenance is also required as part of the FIFA Quality Concept certification process.

According to KPMG's research, the number of hours spent on maintenance, and the number of employees engaged in maintenance activities can be significantly less for synthetic turfs. There are examples of carefully maintained turfs that need only a few hours of maintenance per week, 2-4-fold less than similar

figures for natural grass fields.

As a consequence, the cost of maintaining a synthetic turf may be significantly lower than that of maintaining natural grass pitches. Typical values range between €5-15,000 (£4,300-12,900; US\$6,700-20,100) annually, as opposed to the maintenance costs of natural grass pitches that may reach over €20,000 (£17,300, US\$26,840). Savings may easily reach 50-60 per cent of the maintenance costs of a club's former natural grass field. Naturally, cost savings are also influenced by weather severity and a country's average wage levels. Furthermore, for clubs where water costs are significant or the climate is much warmer, savings could be even more considerable.

2. Saving space

Synthetic grass is a space-saver. Because it can be played on for a longer period of time, football clubs do not need as many different fields as they would need in the case of natural grass pitches. Depending on utilisation patterns, a synthetic field may be the equivalent of three to four well-maintained natural turf fields in terms of usage time. The replacement of natural grass with one or more synthetic pitches can even provide the opportunity to sell some of the space saved because of the installation of synthetic turf. This can be a particularly lucrative opportunity when the land in question is located in a highly valuable urban area.

3. Running events

The cost of cancelling and rescheduling



Some benefits of a synthetic pitch are revenue generation, space saving and cost savings from external rentals

events, including league fixtures and training sessions, can be significant. The resistance of synthetic turf to more adverse climatic conditions implies a reduced risk of postponements or the abandoning of events.

Strategic benefits

Synthetic turf can enable greater community access to a stadium. Synthetic pitches at football clubs can be used during the day by schools, while such intensive shared use is often impracticable on a natural grass pitch. However, KPMG's research findings show that greater community access is not really viable in the case of first and second division clubs in more developed football markets.

Strategic benefits are especially crucial when a pitch is under public ownership, or has been financed with some public support, as the financing/operating

With the opportunity to generate additional revenue, realise cost savings and boost community engagement, using synthetic turf is an option worth considering



There's a greater case for synthetic turf when facility managers are commercially minded

agreement may include terms for a certain measure of community usage. The potential for providing greater community access to a stadium could also be a key factor in securing public participation in future stadium development projects.

COST-BENEFIT ASSESSMENT

The potential business case for switching to synthetic turf is primarily shaped by how clubs can take advantage of the benefits of using their turf more often. With the opportunity to generate additional revenue, realise cost savings and boost community engagement, using synthetic turf is an option worth considering.

A synthetic pitch is initially more expensive to install than a natural grass pitch, and the life expectancy of synthetic fields is usually more limited, but as maintenance costs for synthetic turf are generally lower and synthetic turf

can be played on far more intensively, the costs per playing day can be lower than for natural grass. This ultimately makes a well utilised synthetic turf more cost effective than a natural grass pitch in terms of Investment Cost per Playing Day (ICPD), and even more so in terms of Maintenance Cost per Playing Day (MCPD). On average, for more utilised fields, the Total Costs per Playing Day (TCPD=ICPD+MCPD) are approximately twice as high for natural fields.

However, if a club decides not to utilise its synthetic fields intensively, TCPD values are similar to those of natural fields. Teams playing in top-tier leagues in more developed markets tend to restrict access to their fields; consequently the TCPD figures for their fields tend to be relatively high, regardless of what pitch type they use. For teams that take advantage of the higher durability

of the synthetic pitch and use their fields much more intensively, the TCPD is significantly more favourable than that for natural grass. When assessing the investment decision of replacing natural grass with synthetic turf, the opportunities for revenue generation, saving space, cost savings from external rentals and maintenance, and strategic benefits from community usage should be considered.

KPMG's research shows that whether or not a business case for switching to synthetic turf exists depends primarily on the commercial approach of facility managers and the market conditions in which the club operates; regardless, what is apparent is the usability of a synthetic turf surface all year round. ●

The Synthetic Turf Study in Europe, 2012 can be found at www.kpmg.com

THE RISE OF THE MAJOR EVENT AGENCY

Simon Molden says nations must set up dedicated bidding teams if they want to compete on the world stage for lucrative world-class sporting events

Even a quick, anecdotal review of recent selection processes for the highest profile major sporting events suggests it's becoming an ever more competitive world.

As a companion to this trend and to ensure they're maximising their chances of success, the past decade or so has seen an increasing number of countries or regions creating dedicated event

agencies, or vesting this responsibility in a single organisation to bring a focus to the business of winning events. Examples include the Victoria Major Events Company (VMEC) in Australia, Event Scotland, and Sport Event Denmark.

In many cases, the impetus to create these agencies came from high-profile failures; in the case of VMEC, it was Melbourne's bid to stage the 1996 Olympic and Paralympic Games and in Event Scotland's case, it was the 2008 European Football Championships.

However, given that over the past five years the underlying environment in the most developed countries has been one of financial constraint and that the cost of these agencies at the very least can run to millions per annum (and in many cases more), why do they continue to grow and increase in number?

BIG WINS JUSTIFY THE COST

Clearly, at a very simplistic level, when one considers the events that some of the agencies mentioned above have secured in recent years – Commonwealth Games, World Swimming Championships, Track Cycling World Championships, Ryder Cup and the World Road Cycling Championships to name but a few – their success at securing events justifies their existence. However, let's look into it a bit further.



Event Scotland successfully bid for and secured the 2014 Commonwealth Games for Glasgow



PICTURE: LONDON2012.COM

Hosting a major sports event enhances community pride and cohesiveness – the success of the 2012 Olympic Games boosted the UK's image

BENEFITS OF HOSTING EVENTS

As has been well documented elsewhere, the primary justifications for major sports event hosting fall into four categories. Firstly, there's the economic benefit generated for the host through increased visitors (in both the short- and long-term) and the associated spending and secondary impacts on the local economy. Secondly, there is the advertising value for the host of the event, which comes through television and media exposure. Thirdly, as seen very clearly in London last summer, there is the enhanced community pride and cohesiveness that a job well done can foster. Finally, and for the sport in question, there should be a range of development opportunities that spin off from the event and inspire the next generation of sports stars, while boosting grassroots participation.

Although it is difficult to estimate the total value of the major sporting event market in economic impact terms, it's safe to say that for any country, the value of the events relevant to them runs to hundreds of millions of pounds and

"There are numerous examples of emerging countries in, for example, the Middle East, whose appetite for major events is growing at a rapid rate and which have the financial clout to feed it."

hundreds of hours of television coverage globally. Therefore, if an event agency can enhance the prospects of a territory taking a share of this prize, then it should be a worthwhile investment. However, is the event agency the critical element to this or can the existing range of bodies – be they government departments, city authorities, national governing bodies or sports councils – deliver similar results?

EVENT AGENCIES STRATEGISE

My view is that theoretically there is no reason why they can't, but the reality is very different. Firstly, event agencies have come into being based on a recognition that a more sophisticated approach to bidding for major events is required to ensure those targeted are realistic and relevant to the country in question in terms of "winnability" and the benefits



“Although it can take many years for an event agency to reach a mature operating position, it is clear that when it does, the benefits are there for the taking.”

➔ they will deliver. As part of this, all event agencies will be responsible for developing an event strategy, which will provide the overall framework within which they will operate and act as the report card against which they will be judged. This alone ensures that time, resources and money are not wasted on bidding for events that do not deliver the required benefits or are strategically irrelevant.

Secondly, the presence of an event agency serves to avoid duplication of effort across the full range of interested parties, as the agency will be ultimately responsible for bidding for the events. Linked to this, by having this one point of contact and responsibility, it ensures that knowledge, experience and lessons gained from bids are not lost or dissipated across a variety of organisations. This is vitally important in order to build a culture of successful bidding.

So, on this basis, what are the prospects for those countries that do not have an event agency? The evidence would suggest that it's going to become more and more difficult for them to compete on an equal footing in an ever more competitive arena. Not only are there those countries that already have well-developed agencies, but there



Winning and successfully delivering a major sporting event can bring great rewards

are numerous examples of emerging countries in, for example, the Middle East, whose appetite for major events is growing at a rapid rate and which also have the financial clout to feed it.

BEST WAY FORWARD

The risks for those countries without an agency, but which have a general aspiration to host events, is that they enter into bidding competitions without a realistic chance of success (and critically are unaware of this fact), or waste time targeting events that are not right for them or that are based solely on the whims of senior politicians. This is because they do not have a clear idea of which events are the most appropriate and why, who is responsible for leading the bidding and delivery, and who has the skills and expertise required to make a meaningful contribution.

Although it can take many years for an event agency to reach a mature operating position, it is clear that when it does, the benefits are there for the taking. Scotland, which has around five million inhabitants, has successfully secured the Commonwealth Games, numerous world and European championships and has been put forward as the UK's host for the Youth Olympics. This success shows what an effective event agency can achieve. Some countries out there are in danger of being left to scrap over relatively insignificant and marginal events. When the size of the prize is so large, can they afford to ignore the issue? ●

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SPORTS MANAGEMENT

HANDBOOK

RESOURCES

Company Profiles	88
Product Briefing	104
Sports Federations	116
Industry Associations	124
Architects & Designers	128
Consultants & Research	132
Address Book	138
Product Selector	148
Web Directory	153

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Background briefing

London & Partners promotes London as the world's top visitor and major event goer's destination by giving visitors compelling reasons to come and return to London, working with partners to maintain London's unique visitor experience and turning visitors into ambassadors.

Main services

The Major Events Team at London & Partners are experts in event development, international marketing and communications; promoting the city as the most diverse and exciting events destination in the world and inspiring major event organisers to bring their events or brand launches to London.

The team works with organisations, rights owners and local agencies to help unlock the city and push the boundaries when putting on spectacular events with London as their backdrop. This includes building the case for funding, facilitating successful commercial partnerships to ensure long-term viability and assisting with operational requirements, including permissions around road closures etc.

The case for funding is made on a case-by-case basis and in line with the strategic

objectives and benefits that the event can deliver. London works in partnership with a variety of stakeholders to secure the appropriate funding for major sports events, including UK Sport and the Mayor as well as private sector sponsors.

The team also work closely with their partners to develop marketing initiatives which showcase the constantly evolving London offer; targeting specific market segments and through digital and social media channels.

USPs

- A co-ordinated 'can do' approach and dedicated team to unlock London in order to make the impossible, possible
- Access to an enthusiastic event-going audience of residents (almost eight million people) and visitors (14 million international visitors per year) as well as a genuinely diverse audience
- Access to international media ready to communicate via every medium to the rest of the world (over 200 international media desks based in the city)
- Access to a powerful and active sponsorship base (London and the "City of London" are a global base of corporate and finance industries)

Events

A selection of events that the London & Partners Major Events team are working on include Prudential RideLondon; The Oxford and Cambridge Boat race; NFL International Series 2007-16; NBA Europe Live 2007 onwards and NBA regular season games from 2011; ITU Triathlon World Championship Series 2009-11 and Grand Final 2013; ATP World Tour Finals 2009-15; and UEFA Champions League Final 2011 and 2013.

Plans for 2013

- Attract incremental visitors and expenditure
- Generate global media exposure and develop London's brand
- Maximise opportunities and deliver a legacy from the London 2012 Olympic and Paralympic Games
- Inspire and increase active participation
- Help deliver national strategies with businesses, national sporting bodies and cultural organisations
- Create channels for inward investment
- Promote environmental sustainability;
- Ensure events are commercially sustainable



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Zak Pitt,
Sales Director



Allan Collins,
Director of Education

Background briefing

For more than 25 years, Jordan Fitness has been at the forefront of the design, manufacture and supply of quality commercial grade, functional fitness equipment, in the UK and internationally. Always listening to client feedback, we refine existing designs and produce innovative new functional fitness products.

Main products

We always listen to client feedback and refine existing designs, while producing new and innovative ideas to keep us at the forefront of the fitness industry. All Jordan-branded products are made to our own designs and specifications, following

thorough product development and market research. This makes most of our functional fitness equipment unique to Jordan and means that we can pay close attention to quality control and pricing.

We keep our prices competitive by ordering large quantities direct from the manufacturer and keep our overheads to a minimum. Our products equal in quality (and are often better) than our more expensive competitors' products.

Additional services

From inception to finance, installation and staff training, we offer a complete package. The Jordan Training Academy is fully endorsed by REPs and has the largest portfolio of CPD courses in Europe.

USPs

Jordan has recently become the main European distributor for two leading US fitness brands, Lifeline USA and Alpha Strong, and a global distributor for UK brands Powerbag, Beaverfit and SAQ.

Top clients

Our key customers are: Fitness First, Esporta, Greens, Virgin Active, David Lloyd, Snap Fitness and Energie. Hotels

and spas include Champneys and The Village; football clubs include Arsenal FC and Bayern Munich. We supply to universities, pro sports clubs, emergency services and the Ministry of Defence.

Where in the world?

Our Jordan-branded products are supplied to the trade, independents and distributors across the globe by our team of 30 staff based at our Cambridgeshire headquarters in the UK.

Plans for 2013

We are constantly developing new products and exploring new markets in order to bring functional fitness to all levels of ability. Customer service is also of paramount importance to us and will continue to be a focus in 2013.

We invested in new software systems and a new website in 2012 to give our customers a first class service. The website and in-house systems provide an enhanced experience for our customers and distributors, as they feature comprehensive information, including a downloadable brochure and an efficient order fulfilment system to reduce overheads and keep our prices competitive.



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Background briefing

NUSSLI was founded in 1941 as the Nüssli Carpentry Workshop in Hüttwilen, Switzerland. Whether temporary, modular or permanent structures – with the realisation of complex projects over the past decades, NUSSLI has seen to it that events, trade fairs and exhibitions have all left a memorable impression.

Main products and services

Our key products include grandstands, stages and modular stadium solutions as well as overlay works for major events. The wide-ranging services and products combined with the company's planning and production capabilities make NUSSLI unmatched in events around the globe.

Additional products

NUSSLI also provides top-quality solutions in the trade fair stands, pavilion and museum construction sectors.

USPs

The fusion of long-standing expertise, in-depth know-how and an international network ensures focused, cost-efficient realisation of customer specifications. Hallmarks of the products and services



NUSSLI built a 8,400-seat grandstand around a centre court for the 2012 Open Banc Sabadell, Barcelona

are short turnaround times and high quality. The company's success is driven by absolute commitment and networked operations. Our employees are specialised experts who build on the experience gained in mastering their daily challenges. Capitalising on experience is vital to achieve the exceptional.

Where in the world?

Wherever a project is to be implemented, we take care of it. In addition to running international subsidiaries in Western European countries and the USA, we are

present wherever our clients need us. We operate at local and international levels, forming project organisations on the spot and implementing projects worldwide. We know how to integrate regional partners and suppliers into our international network. Our intelligent logistics system enables even extensive event, trade fair or exhibition projects to be reliably implemented on time.

Who's who?

Daniel Cordey, CMO;

Rainer Zünd, COO Events.



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The Polytan LigaTurf RS+ is the premium product from Polytan/STI and it is preferred for use in professional sport today. French Ligue 1 teams FC Lorient and ASNL Nancy as well as the Ligue 2 club LB Berrichonne de Châteauroux play on a LigaTurf RS+ pitch. LigaTurf 240 RS+ at the Stadium Marcel Picot, Nancy, France, is FIFA Recommended 2 Star certified.



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polytan®



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Background briefing

Polytan has been installing sports surfaces worldwide for over 40 years. During this time the Polytan brand has become the leader in quality outdoor surfaces. Our complete service involves the design, research, manufacture, installation and aftercare maintenance of our extensive range of synthetic sports surfaces.

Main products and services

The spectrum of services includes the supply of polyurethane raw materials;

the installation of synthetic surfaces for athletics tracks, all-weather pitches and elastic layers for synthetic turfs; the supply and installation of traditional and filled synthetic turfs, lining and repairs; and the cleaning of sports surfaces.

Polytan and PolytanSTI respectively produce all products at their own plant. Polyurethane raw materials and synthetic turf fibres are developed and formulated at the in-house laboratory and manufactured ready to lay at the company's own production facilities.

football competitions, including the UEFA Champions League.

USPs

- One-stop shop: all polyurethane raw materials manufactured in-house, artificial grass manufactured in-house, installation with 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 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 Stadia Shenzhen in China, Stadia Brixen in Italy, Stadia Lille and Stade de Moustoir in France, and many more.

Where in the world?
Worldwide.



Polytan installed the Universiade Stadia Shenzhen in China

Additional products

PolytanSTI is a FIFA Preferred Producer and a licensee in the FIFA Quality Programme for Football Turf. PolytanSTI football pitches can be certified to FIFA Recommended standards and are approved for use as an official playing surface for national and international

Designed to **Perform**

www.rubb.co.uk



Fabric Engineered Sports Structures

The custom design flexibility, speed of on-site construction and cost effective operation of Rubb sports facilities can help your organisation meet its goals with a competitive edge.

Rubb structures feature a high strength PVC coated polyester membrane cladding that is tensioned over an engineered steel framed system. This design provides many benefits including rapid installation, superior structural performance and low life cycle costs.

Advantage points

- Relocatable
- Extendable
- Fire safety benefits
- Fast project times
- Great customer service
- Quality materials
- Modular design
- Clear spans
- Bright open space
- Affordable

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Bright
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Blog: <http://rubbblog.com>



Background briefing

Rubb was founded in 1977 and has a proud history of delivering innovative and quality structures to a wide range of clients. All products are designed and manufactured at Rubb's UK plant at the Team Valley Trading Estate in Gateshead.

Main products and services

Rubb Buildings Ltd designs and manufactures relocatable, semi-permanent and permanent fabric engineered specialist sports buildings.

The company's sports structures feature a high strength PVC-coated polyester membrane cladding tensioned over an engineered steel framed system. The benefits of this system include rapid installation, superior structural performance and low life cycle costs.

The custom-design flexibility, speed of on-site construction and cost-effective operation of Rubb sports facilities can help your organisation meet its goals with a competitive edge.

Additional products

Highlights include specialist sports buildings, indoor training facilities, multi sports buildings, sports halls, school sports



Rubb delivers innovative sports buildings

structures and covered areas for football, tennis, netball and multi use games areas.

Rubb also provides military buildings and structures for other sectors, including aviation, ports, construction, bulk storage and environmental (waste/recycling).

USPs

Cost-effective, large span buildings that will accommodate a wide variety of sports, while meeting the highest of standards with regard to materials used.

Rubb provides custom-designed structures to suit individual sporting requirements. The benefits of our sports buildings include flexibility, rapid design, manufacture and project completion times and low running costs due to the virtually maintenance free nature

of the structure and naturally bright interior. These structures generally cost approximately a third of the price paid for equivalent traditional buildings. In addition, all our buildings can be dismantled, sold and reused as required.

Top clients

Sunderland Association Football Club; Newcastle United and West Bromwich Albion Football Clubs; Oakmead College of Technology; Magherafelt District Council (Meadowbank Sports Arena); Budehaven Community School; Paignton Community and Sports College; St Mary's CE Middle School; Blue Flames Leisure Centre; Taunton Vale Sports Club; Soc-carena Durham; Stourport Netball Dome.

Where in the world?

The Rubb Group has offices in the UK, USA, Norway, Poland, Sweden, Singapore, Australia, New Zealand and Africa, with manufacturing facilities in the UK, USA, Norway and China.

Who's who?

Andy Knox, Project Manager;
Grant Davidson, Sales Executive;
Clare Wilson, Marketing Manager.



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Keith Ashton, Director

Background briefing

AFLS+P are the leading designers of sports and leisure buildings around the world. Our wide experience covers the delivery of major Olympic projects and FIFA World cup venues 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

AFLS+P is the UK's largest architectural practice specialising in major sport, leisure and community infrastructure projects across Europe, the Middle East, Africa 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.



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

National Olympic Committees, sports clubs, trusts, charities, health and fitness clubs, sports operators, national and local government and national governing bodies of sport. AFLS+P has also designed and

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

Where in the world?

UK, Europe, Asia, Middle East, Africa.

Who's who?

Keith Ashton, Director;
John Roberts, Director;
Phil Osborne, Director;
Peter Simpson, Director.

All the space you need



Spatial Structures specialise in the manufacture, supply and erection of fabric covered structures. We have a wealth of experience in this area and a deep understanding of the differing needs of particular sports.

- ✓ A complete design service so that your building is tailor made to meet your requirements.
- ✓ From start to finish your project will be managed by an experienced design and construction professional.
- ✓ Our structures are light, airy, quiet, durable and can be a fraction of the cost of a conventional building.
- ✓ We can offer photo-realistic imagery of your proposed building to support your planning or funding application.

Call us today for your initial consultation and your no obligation quotation. Before you know it, you will have all the space you need!



01242 700277

www.spatialstructures.com



Spatial Structures is a trading name of Dove Construction Ltd



Spatial Structures

(a trading name of Dove Construction Ltd)

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Terry Young,
Managing Director

Background briefing

Spatial Structures is part of Cheltenham-based Dove Construction and specialises in the manufacture, supply and erection of fabric-covered, steel-framed structures. The company has a wealth of experience in this area and an excellent understanding of the needs of different sports.

Main products and services

Manufacture, supply and construction of our own system of steel-framed buildings and tensile fabric-covered buildings. Each design is customised to the client's own requirements and the structures are ideally suited to a wide range of uses, including:

- Sports halls;
- Equestrian centres;
- Warehousing and agricultural buildings;
- Boat or aircraft storage.

We also offer a full project management service, as well as design advice, the creation of photo-realistic imagery, assistance with planning and, where required, support in sourcing finance. While structures often stand alone, they can also be linked to existing or more conventional buildings to transform areas or cover walkways.



Spatial Structures creates covered sports areas

Additional services

We offer design only, supply only or construction only services. We are experts in the varying needs of different sports and offer a consultancy service for those contemplating a new sports structure. The parent company, Dove Construction, has extensive experience of construction in the commercial, industrial, sport, leisure and residential sectors.

USPs

We offer a one-stop shop for anyone considering a fabric-covered structure, whatever its usage. As we design our own systems, clients are assured that each building is tailored specifically to its purpose. Our project planning expertise

eases the burden on clients and allows a 'business as usual' approach, which is particularly important within a leisure or educational environment. Our lean, flexible and highly scalable business often results in very favourable costs compared with our competitors. Our deep understanding of sports means we are an ideal partner for any sports building project.

Top clients

Sports park, University of Exeter; new covered tennis centre, Winchester Lawn Tennis and Squash Club; warehouse for tunnel boring machinery, Lee Tunnel and Cross Rail Projects; new sports hall for Falkland Primary School, Newbury, UK.

Plans for 2013

To build on our reputation as an established brand within the sports sector for the manufacture, supply and construction of steel-framed, fabric-covered structures. Our comprehensive marketing programme will focus on opening up new markets in countries all over the world. We also aim to establish new strategic partnerships and launch a range of smaller, modular products designed for the most common uses and requirements.

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

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UK
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Social Media: [@UKTI](#) [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



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

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. In particular Brazil, Russia, Qatar, South Korea, Turkmenistan and Azerbaijan.

Who's who?

(Global Sports Projects Team)

Andrew Bacchus, Head;

Jason Goddard, Deputy Head



Plexipave cushions court

Tennis court specialists Plexipave (UK) have recently installed their Plexicushion Prestige surface in the new six-court indoor facility at Edgbaston Priory Club, Birmingham, UK. The cushioned base comprises a special blend of latex, rubber and plastic particles to form resilient layers that absorb body shock and reduce muscle fatigue. The finished surface provides a consistent and uniform bounce, long-lasting colour, outstanding durability and also allows the speed of play to be specified.

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

Cloud computing provides immediate match coverage

Stadium screen and broadcast specialists ADI.tv have launched Live Venue. Billed as the 'cloud computing' of stadium screen management, it does away with the requirement for a broadcast studio at football clubs, with ADI instead managing and delivering content to screens via high-speed fibreoptic links from their central European Operations Centre. This cost-effective process enables ADI to receive live match coverage from the stadium, mix it with other content and send it back to the stadium screens in real time.



sport-kit.net KEYWORDS: **ADI UK**



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

Scape expands Sunesis concept

In partnership with Willmott Dixon Construction, Scape System Build has expanded its Sunesis concept with the launch of Sunesis Leisure. Clients can choose from three standardised buildings designed to make the most of available space and provide flexibility for short and long term usage. Each features a swimming and learner pool plus optional extras such as a racket sports hall and a studio.

ACT Global Sports completes FIFA two star pitch

ACT Global Sports recently passed FIFA two star certification for their football pitch at The Scottish League Club Annan Athletic FC.

The original pitch had a significant variance in levels from one end of the field to the other. ACT and their installation partner transformed the site and earned FIFA two star certification. The Club chose ACT Global's Xtreme Turf to meet the professional

standards of the best performing football pitches worldwide. The system provides stadium-level performance, durability, quick grass pile recovery and low skin abrasion.

ACT Global Sports is a FIFA Preferred Producer of Football Turf. It maintains ISO 9001 Quality and ISO 14001 Environmental Certifications. The company currently has 56 FIFA certified installations in more than 65 countries.

sport-kit.net KEYWORDS: **ACT GLOBAL**



Hexagone cleans London Lido

London Fields Lido recently took delivery of a new Hexagone automatic commercial pool cleaner, adding to the company's 3,000-plus sales worldwide since 1987.

The Hexagone 730 is well suited to the needs of London Fields Lido as it can operate overnight under covers and with lane ropes. A timer delay function also allows all debris to settle before cleaning. The filter holds up to 4kg of sand and can be cleaned in one minute with no contact with debris. Its robust stainless steel body houses the world's most powerful 24v pump (operating from 240v or 110v) which cleans a 25m poolscan in just 90 minutes.

A Hexagone cleaner was also used to clean the pool at the London Aquatics Centre during the 2012 Olympic Games.

The company supplies Disabled Hoists, Vocal Alert systems and Aqua-bikes.



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

Protein Works naturally

The Protein Works has launched a supplement range which uses natural flavours and colours and without fillers or thickeners. The products include a variety of protein blends, both high and low glycaemic index carbohydrates, a range of amino acids and single herb extracts, vitamins and minerals.

sport-kit.net KEYWORDS: **PROTEIN WORKS**



TRX and Liverpool team up

Liverpool Football Club, UK, has started using TRX training machines. The TRX Suspension Trainer and Rip Trainer will provide fitness training to the Barclays Premier League team. The FC squad and staff will also be training with TRX fitness experts to establish specific training programmes.

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



Have you heard about Hexagone's newest products?

Hexagone is an already well established commercial pool cleaner manufacturer, supplying pool cleaners for 25 years to over 5000 swimming pools worldwide.

At Hexagone we have decided it is time to add some more excellent products to our very successful range. For 2013 we will be launching our **HexaBike** and **HexaRun** range - a bike and treadmill for underwater exercise with geared resistance - both made mainly from polymer to keep down the weight and to make them easy to put in and remove.



We have also added a disabled hoist called the **UniKart**, which literally allows access to be granted to any part of a pool with its mobile design and single person operated dual winch system.



Another new release is our retro-fitted audio/siren/visual alert system for your entire leisure centre. **Spartel** can sound a siren, a vocal message and a visual indicator for the end of lesson, the need of a life guard in the

pool or a member of staff is in need of help etc. It can also inform of a customer in distress with a panic button in saunas/spas, comes complete with a remote control and can be tailored to suit any leisure centre.



For more information contact:
Brad Attwood
My Hexagone Ltd
Tel, 0845 6446578
uk@myhexagone.com
www.myhexagone.com





Dorset tiles resist the slip

Dorset Woolliscroft's comprehensive range of slip-resistant flooring products offers fully vitrified tiles for a variety of sporting applications. These range from solutions needed for the most hazardous of settings – including wet areas such as swimming pool surrounds, showers and changing rooms – through to everyday use in areas with high footfall, including reception areas and cafeterias. Independently tested by CERAM, the tiles feature slip-resistance ratings ranging from R10 to R12C.

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



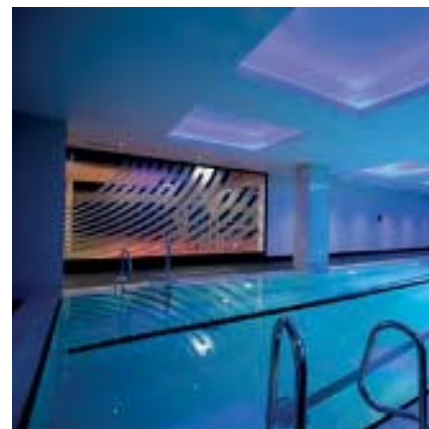
sport-kit.net KEYWORDS: **HS SPORTS**

HS video screens BMXing

HS Sports has supplied and installed a giant video screen at the new National Cycling Centre in Manchester, UK. The project was part of a £24m revamp of the former Manchester Velodrome. The LED screen, first used during the opening round of the National BMX series, measures 5.6m x 2.8m, can be electronically winched up and down, and has a 352 x 176mm resolution for live broadcasting.

Sports Swimtag gets Virgin clubs Active

Virgin Active has installed the 222 Sports' Swimtag® in three of its clubs. The system uses a web-based interface to allow both advanced and recreational swimmers to track their activity in the pool, including lengths, splits, stroke rate and stroke type. They can also use it to follow exclusive training plans and engage with other swimmers through challenges, competitions and social networking. Operators benefit by seeing who is swimming, when, how often, and how members use the pool, as well as the value they gain from the club.



sport-kit.net KEYWORDS: **222 SPORTS**

Edel Grass Future DS – a revolutionary yarn

Thanks to its unique form (Double Spine) and the advanced extrusion technology which is applied to the artificial fibres, Edel Grass Future DS has unrivalled playing properties, making it a first class alternative to natural grass.

The yarn combines a high level of playing comfort with an extremely resilient performance.

Edel Grass Future DS is our premium turf surface and has been tested according to the highest performance standards. As multi-use is becoming more and more important, Edel Future DS is IRB Reg. 22 and FIFA certified, which makes the turf perfectly suited for sports at both the professional and amateur levels. Edel Grass Future DS – the best alternative to nature.

sport-kit.net KEYWORDS: **EDEL GRASS**



Bata extension for NUSSLI

NUSSLI was commissioned to extend the Estadio de Bata in Equatorial Guinea, a host for the 2012 African Cup of Nations.

The global supplier of modular stadiums built a 280m long x 210m wide x 27m high (919 x 689 x 89 ft) spaceship-like permanent extension to the existing stadium, boosting its capacity by a further 15,150 places to provide a total of 37,500 seats. The improvement means that Bata can now

contend for large-scale sports events at an international level.

The project almost doubled the arena's size and ensured the structure complied with the high requirements set out by FIFA and the African Football Federation CAF.

NUSSLI is an international supplier of temporary structures for sporting events, working on projects from the initial concept through to the final implementation.

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



sport-kit.net KEYWORD: **EXPONENTIAL-E**

Football goes Exponential

Exponential-e put has installed a three site WAN system for Fulham Football Club, UK. The system connects the Craven Cottage stadium with its Motspur Park training facilities, and is designed to provide a strong and reliable internet connection. Exponential-e supplied the Layer 2 Virtual Private LAN Service (VPLS) to provide the football club with a resilient platform enabling multiple services over a single network.



Lighting up water

Abacus Lighting supplied a unique solution for the new Wing complex at Silverstone, UK, by providing a combined mains power and water outlet system for the race support teams via a watertight cabinet fitted to each lighting column. By using Abacus' Orion fittings the number of lighting points originally specified was reduced, while ensuring that lighting levels were achieved. Combining the outlets with the columns reduced costs and removed the visual disruption of additional structures.

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

Stuart Canvases its complete sports covering service

Stuart Canvas – which manufactures bespoke sports, commercial and industrial covers – is branching out to offer its customers Non Turf cricket pitches and nets. Having previously only sold the carpets to sports clubs, the new service will include an end-to-end package which will incorporate building the pitch and supplying the carpet, steel frames and associated products, right through to erecting the netting. The UK-based company will also offer a repair and refurbish service for training nets and pitches as required by its clients.



sport-kit.net KEYWORDS: **STUART CANVAS**



CONICA lays clay court

The 2012 Porsche Tennis Grand Prix in Stuttgart, Germany, featured CONIPUR Tennis Force, a progressive clay court system from synthetic sports surfaces company CONICA. The on-site installation of the surface was implemented by the German company Sportas, which developed the system in co-operation with BASF/CONICA. CONIPUR Tennis Force is an ITF-classified all-weather clay court surface featuring clay chip-pings bonded with polyurethane and strewn with finely ground clay on top.

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

Nuffield Health gets with the AlterG tread programme

Following an eight-month trial of the equipment at its clinics, the UK's largest health charity – Nuffield Health – now uses the AlterG Anti-Gravity Treadmill for its exercise and rehabilitation sessions. The AlterG treadmill, developed using NASA technology, uses differential air pressure to 'reduce' up to 80 per cent of a person's body weight, allowing for stable support during fitness rehabilitation. By reducing the amount of load on a user's knees and ankles, the body does not need to work so hard for a good training effect.



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



sport-kit.net KEYWORDS: **HIPPO LEISURE**

Squirtums water play

Interactive play panels and Squirtums are allowing children to splat, squirt and spray together at Concordia Leisure Centre in Cramlington, UK. The Hippo Leisure products are a great way of utilising poolside space and ideal for building water confidence in toddlers and children with SEN. Squirtums encourage tactile play and water exploration, while the panels promote learning through sequencing and patterns.

Gerflor floors the 2012 London Olympic Games

Gerflor supplied 50,000sq m (538,200sq ft) of tailor-made flooring – Taraflex Sport M Evolution Eco-Fit flooring – for the volleyball, sitting volleyball and handball competitions at the London 2012 Olympic Games.

The fit out comprised 10 volleyball courts in four venues, eight handball courts in three venues, and five sitting volleyball courts in two venues.

The bespoke economical and ecological free-floating flooring system reduced the use of adhesives and volatile organic compounds emissions by 80 per cent, while the materials used are easy to recycle and can save up to 50 per cent of resources in comparison with a standard solution.

Gerflor manufactures and markets pvc floor coverings in rolls and tiles for a range of sectors, including sports facilities.

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



Arena grandstand seating

The Arena Group supplied temporary grandstand seating for the opening of the Europa Centre in Crayford, London.

The event saw hundreds of youth athletes showcasing their talents to the Mayor of London Boris Johnson and Minister for Sport and the Olympics Hugh Robertson.

The Europa Gym Club provides a multipurpose sporting facility for those of the local community who are interested in

gymnastics, weightlifting and boxing. It was also used as a training base by the Olympic and Paralympic volleyball squads, demonstrating the legacy of the 2012 Games.

The Arena Group designs and manages bespoke temporary venues for sports events worldwide, its different divisions including Arena Seating, Arena Structures, Arena Scaffolding, Arena Overlay, Well Dressed Tables, Spaceworks and Harlequin.

sport-kit.net KEYWORDS: **ARENA GROUP**



Handball optimises training

British Handball has signed up to use sports assessment and tracking system OptimaSport. The equipment, which monitors a range of biological responses and provides detailed reports and data based on the results, will be integrated into the team's centralised programme at the Crystal Palace National Sports Centre in the UK. It will help monitor athletes' responses to training sessions, enabling the coaching staff to track their athletes' tolerance and stress levels. This in turn will help quantify session-specific training loads and to track how an athlete has recovered.



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



TigerTurf's Real Soccer

TigerTurf's Soccer Real 60XQ surface covers six pitches at the new Alun Armstrong soccer centre in Durham, UK. The latest TigerTurf innovation is specifically directed at football usage and meets IRB, FIFA 1 and FIFA 2 Star standards. The XQ technology yarn comprises an advanced polymer processing method and has a vertical memory built into the blade, so that the grass remains upright even under heavy use. TigerTurf worked with STM World synthetic turf installation experts.

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



Sport Elite formulations

Lucozade Sport has launched two new sports drinks. Lucozade Sport Elite Performance Fuel powdered formulation contains two parts glucose to one part fructose as a dual carbohydrate system. Lucozade Sport Elite Electrolyte Plus powdered formulation contains a combination of carbohydrate and protein with a high electrolyte mix.

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



Thornton's Classic Match

Thornton Sports' new Classic Match surface was installed at Bramhall Queensgate Tennis Club in Stockport, UK. Designed to simulate the playing characteristics of clay surfaces, the new terracotta Classic Match synthetic surface provides a high-performance, cost-effective and low maintenance alternative. Bramhall Queensgate Tennis Club required a surface that would slow down the ball and provide a high ball bounce in comparison with that experienced on grass or hard courts.

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



sport-kit.net KEYWORDS: **PLASTIC EXTRUDERS**

Racing lanes get the Maxi swim barrier treatment

C & H Products, European manufacturer and distributor of the Anti Wave brand of leisure and professional swimming products, have unveiled their new modified Maxi Racing Lane. Working in conjunction with swimmers and coaches to develop the product, the company has improved the Maxi Racing Lane by increasing its buoyancy in the water. By modifying the tooling and adding floats at every Maxi Disc along the racing lane, the Maxi offers a more effective racing lane to provide a greater barrier against waves created by swimmers.

Heronrib's Olympic solution

Plastic Extruders has installed its Heronrib matting at the El Menzah swimming pool – part of the Olympic complex – in Tunis, Tunisia. The installation follows pool operators' concern that the tiles around the pool were slippery when wet. Heronrib features an embossed slip-resistant surface with impregnated anti-bacterial and anti-fungal additives and was designed as a high-performance solution for sports facilities.



sport-kit.net KEYWORDS: **ANTI WAVE EUROPE**

Harrod UK gets kicking at the 2012 Olympic Games

The Visa International Invitational Hockey Tournament was used by the London 2012 Organising Committee of the Olympic Games (LOCOG) to test key operations ahead of the London Olympic 2012 Games.

This included tests on the field of play, video referral, timing, and scoring, plus pitch equipment supplied by leading UK sports equipment manufacturer Harrod UK.

The company featured numerous new designs for the very first time at the tournament, including its 'London Blue' Hockey Goals and Team and Officials' Shelters, as well as a unique range of hockey storage equipment.

Harrod UK was founded by Ron Harrod in 1954 and is now a primary manufacturer of football goal posts, hockey goals, tennis posts and general sports ground equipment.

sport-kit.net KEYWORDS: **HARROD UK**



GL Events' global roll out

Temporary structure group GL Events Owen Brown completed a number of projects at sports events worldwide in 2012.

Construction of the 7,700sq m (82,880sq ft) Russia.Sochi.Park project comprised two temporary structures to showcase Sochi, host city for the 2014 Winter Olympics. Attractions included ice, music and dance shows with seating for 1,200 people, together with a 4D cinema

where visitors experienced a chairlift ride up the Krasnodar mountains.

During the 2012 Olympics, GL Events Owen Brown built Russia's Olympic House in Kensington Gardens and a double-deck Absolute structure at the Fish Island Riviera, featuring a beach volleyball court, in Hackney. Other projects were carried out at Royal Ascot, Epsom Derby and the British Grand Prix at Silverstone.

sport-kit.net KEYWORDS: **GL EVENTS**



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

MANTIS shuttles the way

MANTIS has extended its range of racket sports by making a move into the badminton market. The London-based brand has launched two grades of shuttlecock, with an expansion of the product portfolio due to follow. Made in Britain, the M1 and M3 shuttlecocks have been developed for the performance and club/school markets respectively, and are available in white (speed 78 and 79) and yellow (speed 78).



MYZONE belts up with heart-rate watch

MYZONE has added the MYZONE MZ50 Watch to its range of heart rate-based products. The watch receives a coded signal from the MYZONE Belt, ensuring that only the MYZONE Belt paired with the MZ50 Watch will be received by the device. This eliminates any interference from other devices in the area. Additional features include a display of percentage of Max Heart Rate, calories burnt, MYZONE Effort Points earned, beats per minute and a zone display showing the user which colour-coded heart rate zone they are training in.



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

Flooring for Aquarius

New from Altro is Altro Aquarius, a flooring said to offer guaranteed performance in wet or dry conditions for both barefoot and shoe use, including hard soled, rubber and training shoes. Highly flexible and capable of coving and welding easily, it provides a fully integrated wall and floor system in conjunction with Altro Whiterock wall cladding, for use in wet rooms and other areas where safety and hygiene are critical. Altro Aquarius flooring is available in a range of warm colours.

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



Revite®'s intensive pitch

Artificial pitch maintenance specialists Technical Surfaces carried out their specialist deep-cleaning Revite® on the 3G sports pitch in Stoke City FC's Academy Dome, UK. The Revite® process provides a more intensive clean than can be achieved through regular sweeping and should be completed either annually or every second year as a minimum. By penetrating deeper into the carpet pile, it removes any dust, debris and broken-down carpet fibres that have migrated lower into the rubber infill.

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

Portaloo's modular sports changing facility

Portaloo, part of the Portakabin Group, has launched a specially designed sports changing facility which the company says can be operational 24 hours after delivery and supplied for either interim or permanent use. The new modular changing rooms can be used for both team and individual sports and have been designed in accordance with Sport England guidelines. Available to buy or hire, each building provides two large communal changing areas with bench seating and individual showers and toilet cubicles for men and women.



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



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

Triogen extends UV range

Triogen has launched two new UV water treatment systems: the UVARAY Cross Flow (CF) system for commercial pools and the low-pressure TR2 UV range for residential pools, spas and water features. The UVARAY CF extends the company's UVARAY range, covering flow rates from 40 to 830 m³/h. It utilises a 316L stainless steel reactor, fitted with a DVGW-approved UV sensor and a reactor temperature sensor.

Rubb takes centre court at Cornish sports college

Rubb Buildings provided the design, manufacture and installation of a new sports hub at the Budehaven Community School specialist sports college in Cornwall, UK.

The company worked on increasing the height of the existing building to provide a 39.5m x 35m x 7.2m sports hall that could accommodate two new tennis courts and two new netball courts.

Rubb supplied the steel-framed superstructure clad with a PVDF-coated polyester fabric membrane to add protection, to allow natural light to penetrate into the hall and to provide an airy atmosphere for the 1,300 students and feeder primary schools.

The Gateshead-based company also completed sports complexes at Paignton Community and Sports College in Devon and Taunton Vale Sports Club in Somerset.

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



Spatial indoor tennis arena

Spatial Structures were the main contractor for the design and construction of the new four-court indoor tennis arena at the Winchester Lawn Tennis and Squash Club near the centre of the Hampshire, UK city.

The new building surpassed the original specifications, impressing both the Club and the Lawn Tennis Association.

Spatial Structures specialises in the manufacture, supply and erection of fabric

covered structures, offering a complete design service in order to tailor-make buildings according to specific requirements. This might include photo-realistic imagery of the proposed building in order to support planning or funding applications.

Spatial Structures is a trading name of Gloucestershire-based construction company Dove Construction Ltd, which works within the sports construction sector.

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



Reflex pasteurisation facility

Reflex Nutrition has opened the Reflex Science Park near Brighton, UK. It features the very latest in powder, capsule, pasteurising and quality testing technology. The facility incorporates pharmaceutical grade stainless steel production lines with inline metal detection, security sealing and traceability measures, plus a capsule production facility similarly based on pharmaceutical grade equipment and which includes a blister pack line for the company's new range of sports-focused vitality products. The pasteurising plant is the first in Europe to be operated by a sports supplement brand.



sport-kit.net KEYWORDS: **REFLEX NUTRITION**



Aerofloor absorption

SAQ International has launched the Aerofloor rehabilitation and athletic training surface. Designed to take the pressure off the joints and be used as a workout surface by all ages and abilities, the platform has been supplied to football clubs including Manchester United and Manchester City, rugby teams and cricket clubs. The surface uses high-specification fabrics and 'controlled energy return technology' to provide an absorbing athletic training surface suitable for sport-specific training.

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



Temporary sports TactTiles

Tact Enviro installed a temporary court project for Nike's 'Make It Count' campaign. The Premium TactTiles MUGA basketball court was installed on the roof of the London Aquarium. The multisport interlocking tiled surface can be installed as both a temporary or permanent solution for promotional events or within sports venues.

sport-kit.net KEYWORDS: **TACT ENVIRO**



GreenFields turf to China

GreenFields has installed its dual use FIFA- and IRB-certified artificial turf pitch at the Western Academy of Beijing (WAB) in China. GreenFields identified that their unique turf would provide the flexibility of usage that the school specifically required, ranging from running to futsal, a five-a-side football format. Elsewhere, a GreenFields dual use football and hockey pitch has been installed at the Father Agnel School in Mumbai, India. GreenFields also provided a complete turnkey solution for the school.

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



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

Harrod supplies Lord's

Mark Harrod has supplied a bespoke storage trolley system for Lord's Cricket Ground, UK. Having recently undergone a revamp of its indoor cricket academy, the Centre of Excellence commissioned Mark Harrod to design and manufacture storage to solve the problem of cluttered training kit. The manufacturer and supplier of sports equipment supplied four heavy duty trolleys capable of holding 12 kit bags.

Poolpod pool access system trialled across England

The Poolpod swimming pool access system is set to expand with further installations following the London 2012 Games. London 2012 Paralympic swimmer Susie Rodgers launched the Poolpod at Mile End Park Leisure Centre in London, UK. The system is designed for those who are disabled, less mobile or who are pregnant, and has a lift mechanism that fits to the side of swimming pools. A Poolpod was installed at the London 2012 Aquatics Centre and British Swimming has bought seven Poolpods as part of a trial across England.



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

Temporary Open Championship golf structure has Evolved

Temporary structures specialist Neptunus supplied an exhibition building at the world's oldest golfing tournament – The Open Championship – in Lancashire, UK.

The 300sq m (3,230sq ft) Neptunus Evolution II structure showcased the construction machinery of the Doosan Group, official patron of The Open. They wanted an eye-catching, branded temporary structure

for guests to relax in and have fun using the machinery simulators and golf games inside. Working with exhibition solutions provider Grupo Intermedio, this is the second year that Neptunus has supplied structures for the annual golfing event.

Neptunus is an international specialist in the design, production, logistics, fit out and maintenance of temporary and semi-permanent structures for sports events.

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



Aspire app makes Big Waves

Leisure marketing agency Big Wave Media has developed a mobile app for the Aspire Sports and Cultural Trust in Gloucester, UK.

The Aspire app covers the trust's three sites: GL1 Leisure Centre, Oxstalls Tennis Centre and Xpress Fitness Cheltenham.

Delivering a mix of live timetables, special offers, news, virtual tours, in-app booking and site information, the app is available on iTunes and Google Play.

It is the first mobile app project Big Wave Media has been part of, having added the new service to its offering in 2012.

The service allows trusts, councils, clubs and facilities to have a bespoke branded mobile app for iPhone and Android smartphones. Using a content management system (CMS), clients can update the app contents in real-time, making them perfect for timetables and events.

sport-kit.net KEYWORDS: **BIG WAVE**



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

Polyflor installs UK-wide

Flooring manufacturer Polyflor has been chosen for installations by Pure Gym Group. With more than 30 operational sites in the UK, the group has opted to install Polysafe Vogue Ultra PUR in all of their gym changing room facilities. The PUR technology facilitates maintenance cost savings of up to 60 per cent over a 15-year period when compared with untreated safety flooring using a micro mop maintenance regime.



Taylor Made lifeguards

Taylor Made Designs has created a bespoke outdoor lifeguard uniform for the Plymouth Life Centre, UK. The complete uniform for outdoor lifeguards is a practical, visible, all-weather uniform, ensuring that all lifeguards are easily identifiable by the public. Taylor Made Designs used a colour palette of yellow, bright red and white, plus microfibres that allow the skin to breathe in both the heat and the cold. The tracksuit bottoms include side pockets for storage and a concealed hood in the collar.

sport-kit.net KEYWORDS: **TAYLOR MADE**

Wicksteed's freestyle Fitness Zone

Wicksteed Playscapes has launched its Fitness Legacy Zone with an installation in Kettering, UK. The outdoor exercise equipment is aimed at young teens and adults and intended for public land as a free physical fitness provision. Instruction signs around the zone show users how to work out with the equipment, while QR codes on each unit can be scanned to show video footage of the exercises in action. The seven circuits include cardio, strength, toning and general fitness exercises as well as flexibility, using all the muscle groups.



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

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

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CYCLING**Union Cycliste Internationale (UCI)**

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

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SUMO**International Sumo Federation (IFS)**

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SURFING**International Surfing Association (ISA)**

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TABLE TENNIS**International Table Tennis Federation (ITTF)**

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TAEKWONDO**World Taekwondo Federation (WTF)**

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TENNIS**International Tennis Federation (ITF)**

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TRIATHLON**International Triathlon Union (ITU)**

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TUG OF WAR**Tug of War International Federation (TWIF)**

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Email: twif@t6b.com

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VOLLEYBALL**Federation Internationale****De Volleyball (FIVB)**

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WATERSKIING**International Waterski and Wakeboard Federation (IWWF)**

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WEIGHTLIFTING**International Weightlifting Federation (IWF)**

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WRESTLING**Federation Internationale Des Luttes Associees (FILA)**

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DEAF SPORTS

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EUROPEAN BROADCASTING

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MASTERS GAMES

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MEDITERRANEAN GAMES

International Committee of the Mediterranean Games (CIJM)

Athens Olympic Sports Complex (OAKA),
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MILITARY SPORT

Conseil International Du Sport Militaire (CISM)

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MIND SPORTS

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SCHOOL SPORTS

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African Sport Management Association (ASMA)

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00100, Nairobi,
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www.asma-online.org

The African Sport Management Association (ASMA) was founded in 2010, during the 17th Biennial International Conference of the International Society for Comparative Physical Education and Sport held at Kenyatta University in Nairobi, Kenya, Africa.

The decision to establish ASMA was unanimously agreed upon by the delegates as one of the resolutions of the Biennial International Conference.

ASMA's vision is to be a renowned African forum for the promotion of educational and professional sport management as well as in the management of sport-related disciplines within as well as beyond the African continent.

The association's mission is to strengthen sport management in Africa as an academic and professional engagement. ASMA also aims to become a vital contributor to the continent's global social-economic development.

Chartered Institute for the Management of Sport and Physical Activity (CIMSPA)

SportPark, Loughborough University,
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Email: info@cimspa.co.uk
www.cimspa.co.uk

CIMSPA launched in 2012, following the award of a Royal Charter in late 2011, before which it operated as IMSPA. IMSPA was formed in April 2011 through a merger between the Institute for Sport and Recreation Management and the Institute for Sport, Parks and Leisure.

The institute aims to develop a vibrant, UK-wide sport and physical activity sector, led by professionals providing advocacy and leadership and working in partnership with its stakeholders to help ensure the highest standards of service delivery.

CIMSPA produces information on the latest health and safety issues, personnel management updates, sport and physical activity strategies, as well as government initiatives.

Its Continuing Professional Development portfolio ensures that key skills and knowledge necessary for a wide range of sport and physical activity professions, ranging from managerial to developmental, and technical to operational, are developed.

Club Managers Association of Europe (CMAE)

Federation House,
Stoneleigh Park,
CV8 2RF, UK



Tel: +44 (0)247 669 2359
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www.cmaeurope.org

CMAE is a non-profit making professional association with members involved in the management of sports clubs (golf, tennis, sailing, rowing, rugby, football and cricket), health and fitness clubs, leisure, city and dining clubs located throughout Europe.

The Club Managers Association of Europe aims to promote best practices in products, services and innovative programmes for the successful management of clubs throughout Europe.

It provides and promotes educational events to meet diverse needs and provides members with networking opportunities, assistance with career development, employment opportunities and recruitment. Members are also rewarded with an internationally recognised certificate in club management.

CMAE also reports on changing social, governmental, environmental and economic issues affecting club managers, while researching, developing, analysing and disseminating information and data related to club management and the club industry.

European Stadium & Safety Management Association (ESSMA)

Rapertingenstraat 109,
3500 Hasselt,
Belgium



Tel: +32 486 72 31 89
Email: dimitri@essma.eu
www.essma.eu

ESSMA was launched in 1995 by Lionel Dreksler, the former stadium director of Parc Des Prince in Paris. It incorporates head groundsmen and represents 300 people involved in the stadium industry. Its aim is to share know-how and expertise through its activities.

ESSMA collects technical information for operations and safety management throughout Europe to enhance industry awareness of the latest techniques and developments in niche markets related to the organisation of stadiums.

The association's vision is to be the leading European platform for stadium management networking on a global scale. By acquiring sustainable know-how via a combination of stadium and safety management and qualitative industry partners, ESSMA aims to offer added value by sharing know-how and expertise with its members and consequently bring stadiums to a higher level from conception to operation.

In 2008, John Beattie, stadium director of Emirates Stadium in London, was appointed as the new president.

The Federation of Sports and Play Associations (FSPA)

Federation House,
Stoneleigh Park,
CV8 2RF, UK



Tel: +44 (0)2476 414 999
Email: info@sportsandplay.com
www.sportsandplay.com

The Federation of Sports and Play Associations was formed in 1919 and formally incorporated in 1926 as the national trade body responsible for representing 18 associations and 600 member companies in the sports and play industries.

The federation has a long history of serving the industry, and in 2009 FSPA celebrated its 90th anniversary.

As the voice of the industry, the association is ideally positioned at the very heart of the trade. On behalf of its members, it has strategic partnerships with Sport & Recreation Alliance (formerly CCPR), Youth Sport Trust and Sport England, as well as open dialogue with the Culture Media and Sport and the Business, Innovation and Skills government departments.

In 2009/10, the federation forged a new and exciting partnership with the County Sports Partnership Network, providing members with opportunities to work with Sport England's vital County Sports Partnerships.

International Association for Sports and Leisure Facilities (IAKS)

Eupener Strasse 70,
50933 Cologne,
Germany



Tel: +49 (0)221 1680 23 0
Email: iaks@iaks.info
www.iaks.info

IAKS is the International Association for Sports and Leisure Facilities. This non-profit organisation was founded in Cologne, Germany, in 1965 and represents 1,000 members in 110 countries.

IAKS' membership base comprises a global network for the design, construction, modernisation and management of sports and leisure facilities. These members benefit from the association's international outlook, worldwide exchange of experience and services.

Its goal is to create 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. It thereby highlights the right of citizens to demand-driven and functional sports facilities.

Institute of Groundsmanship (IOG)

28 Stratford Office Village,
Walker Avenue,
Wolverton Mill East, Milton
Keynes, MK12 5TW, UK



Tel: +44 (0)1908 312 511
Email: iog@iog.org
www.iog.org

The Institute of Groundsmanship is a membership organisation representing the UK's grounds care industry and all those involved in it. It aims to promote quality surfaces and services and establish itself as the leading professional organisation for grounds management.

IOG is recognised by the national governing bodies of sport and the public, private and voluntary sectors for its industry knowledge and technical expertise. The institute aims to develop sport and sporting surfaces in the UK and Ireland, develop training courses and ensure that recognition of the profession and the need for quality standards is at the top of the agenda.

The institute also delivers a range of local, regional and national events, including seminars, conferences and awards programmes, in conjunction with leading representatives from all facets of the industry.

In addition, the IOG runs two leading annual trade industry exhibitions – IOG SALTEX at Windsor Racecourse in the UK, and IOG Scotsturf.

The International Sport and Culture Association (ISCA)

Tietgensgade 65,
1704 Copenhagen V,
Denmark



Tel: +45 (0) 33 29 80 26
Email: info@isca-web.org
www.isca-web.org

The International Sport and Culture Association (ISCA) was created in 1995 as a global platform for all organisations within the field of sport for all, recreational sports and physical activity.

ISCA is a global actor closely cooperating with its 130 member organisations, international NGOs, and public and private sector stakeholders.

Its 40 million individual members from 65 countries represent a diverse group of people active within youth, sport and cultural activities.

ISCA was created in 1995 with the purpose of supporting cross-border understanding through sport and culture; promoting sport as a bearer of cultural identity; and encouraging the broadest possible participation in sports and cultural activities for affiliated members.

International Health, Racquet and Sportsclub Association (IHRSA)

Seaport Center,
70 Fargo Street,
Boston, MA 02210, USA



Tel: +1 617 951 0055
Email: intl@ihrsa.org
www.ihrsa.org

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. It represents over 10,000 for-profit health and fitness facilities and 600 suppliers.

The association'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.

IHRSA fulfills this mission by implementing annual health promotion initiatives, defending and promoting health club-related legislation, hosting industry events and also by collecting key operational data for its publications and newsletters.

The fitness industry is poised to step up as a solution to the growing public health crisis of obesity and overweight. IHRSA represents and supports this goal through outreach and programmes which help to promote healthy and active lifestyles.

New Zealand Sports Industry Association (NZSIA)

PO Box 41076,
Auckland,
New Zealand



Tel: +64 9 845 3550
Email: nzsia@retail.org.nz
www.nzsia.co.nz

The New Zealand Sports Industry Association was formed in 1987 by merging the NZ Sports Dealers Federation and the NZ Sports Goods Industries Association into one organisation: NZSIA.

NZSIA is a trade membership association comprised of suppliers and dealers with the aim of strengthening and integrating the activities of members involved in the sports industry.

Its objectives include promoting the sale of sporting leisure and recreational equipment and services to consumers through the member chain of supply; encouraging New Zealanders to take a more active part in sport and recreation; educating and assisting members to operate effective, profitable and successful businesses; influencing government and other legislative bodies on issues in the best interests of the industry; developing and maintaining benefits and services for all sectors of membership; and maintaining an organisation structure that addresses the expectations and the needs of industry.

The Sports and Play Construction Association (SAPCA)

Federation House,
Stoneleigh Park,
CV8 2RF, UK



Tel: +44 (0)24 7641 6316
Email: info@sapca.org.uk
www.sapca.org.uk

SAPCA is a recognised trade association for the sports and play construction industry in the UK. It was formed by the industry in 1997 as a non-profit-seeking organisation funded by the industry.

The association's 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.

Having originally represented primarily specialist sports surfacing contractors, the association has since evolved and expanded to embrace a wide range of disciplines within the sports and play facilities 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.

Sporta

49-51 East Road,
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www.sporta.org

Sporta is a national association representing a wide range of leisure and cultural trusts in communities across the UK. Together they provide 30 per cent of public leisure centres in the UK.

The facilities and activities which they deliver in partnership with local authorities support a range of physical activity, sports and community cultural services.

Many facilities are open seven days a week from early in the morning until late at night. The trusts are also committed to being as accessible and affordable as possible for everyone and many operate in deprived communities. They also support public policy objectives, including public health and community cohesion.

Sporta membership is open to non-profit distributing organisations – primarily, but not exclusively, those that manage cultural and leisure facilities.

The network spreads across the whole of the UK, with regular meetings at regional as well as national level.

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Archial Architecture

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Email: info@polytan.com
www.polytan.com

Poolpod Products Ltd

24 Craigmont Street, Glasgow, G20 9BT, UK
Tel: +44 (0)141 237 2127
www.poolpodproducts.com

Portaloo

Portakabin Head Office, Huntingdon,
York, YO32 9PT, UK
Tel: +44 (0)845 401 0020
www.portakabin.co.uk/portaloo.html

Proludic Ltd

The Pump House, Abbey Road, West
Bridgford, Nottingham, NG2 5NE, UK
Tel: +44 (0)115 982 3980
Email: info@proludic.co.uk
www.proludic.co.uk

Prospec Ltd

Canklow Meadows Estate, West Bawtry
Road, Rotherham, S60 2XL, UK
Tel: +44 (0)1709 377 147
Email: mailbox@prospec.co.uk
www.prospec.co.uk

Pulse Fitness

The Bromley Centre, Bromley Road,
Congleton, CW12 1PT, UK
Tel: +44 (0)1260 294 600
Email: info@pulsefitness.com
www.pulsefitness.com

Rapid Retail

Old Station Yard, Beckford, GL20 7AN, UK
Tel: +44 (0)1242 693 265
Email: nick@rapidretail.co.uk
www.rapidretail.co.uk

RE:SYSTEMS

Systems House, Deepdale Business
Park, Bakewell, DE45 1GT, UK
Tel: +44 (0)1629 813 961
Email: enquiries@re-systems.co.uk
www.re-systems.co.uk

Recticel NV

Damstraat 2, 9230 Wetteren, Belgium
 Tel: **+32 9 368 92 11**
 Email: info@re-bounce.com
www.re-bounce.com

Reflex Nutrition Ltd

The Science Park, Sea View Way,
 Woodingdean, BN2 6NT, UK
 Tel: **+44 (0)1273 303 817**
 Email: info@reflex-nutrition.com
www.reflex-nutrition.com

Replay Maintenance Ltd

Wesley House, Whittle Close,
 Newark, NG24 2DY, UK
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 Email: info@replaymaintenance.co.uk
www.replaymaintenance.co.uk

Retention Management

74 All Saints Road, Bromsgrove, B61 0AQ, UK
 Tel: **+44 (0)1527 870 875**
 Email: uksales@retentionmanagement.com
www.retentionmanagement.com

Ridgeway Furniture Manufacturing Ltd

Unit F, Chiltern Trading Estate, Grovebury
 Road, Leighton Buzzard, LU7 4TU, UK
 Tel: **+44 (0)870 420 7818**
 Email: sales@ridgewayfm.com
www.ridgewayfm.com

Robe UK Ltd

3 Spinney View, Stone Circle Road,
 Round Spinney Industrial Estate,
 Northampton, NN3 8RF, UK
 Tel: **+44 (0)1604 741 000**
 Email: info@robeuk.com
www.robeuk.com

Rubb Buildings Ltd

Dukesway, Team Valley Trading
 Estate, Gateshead, NE11 0QE, UK
 Tel: **+44 (0)191 482 2211**
 Email: info@rubb.co.uk
www.rubb.co.uk

S & C Slatter

Hill Cottage, Enborne, Newbury, RG20 0HA, UK
 Tel: **+44 (0)1635 345 21**
www.sandcslatter.com

Safe Space Lockers Ltd

Unit 6, Chancerygate Business Centre, 214
 Red Lion Road, Surbiton, KT6 7RA, UK
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 Email: info@safespacelockers.co.uk
www.safespacelockers.co.uk

SAQ International

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 Melton Mowbray, LE14 3JL, UK
 Tel: **+44 (0)1664 810 101**
 Email: info@saqinternational.com
www.saqinternational.com

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 Email: general@scapebuild.co.uk
www.scapebuild.co.uk

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 Binfield, RG42 4HP, UK
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 Email: info@scifit.uk.com
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ServiceSport UK

ServiceSport House, Chorley New
 Road, Horwich, Bolton, BL6 7JG, UK
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 Email: sales@servicesport.co.uk
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 169 83 Solna, Sweden
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www.skanska.com

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 Redditch, B98 8YP, UK
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www.slick-seating.com

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 Wycombe, HP10 0PD, UK
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www.spadeoak.co.uk

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 Cheltenham, GL52 6PN, UK
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Email: tarkettsports@tarkett.com
www.tarkett-sports.com/english

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TS Sports

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UK Sport

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Ungerboeck Systems International

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Veldeman Structure Solutions

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Email: info@walterpmoore.com
www.walterpmoore.com

Weider Global Nutrition

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Email: online@weider.com
www.weider.com

White Horse Contractors Ltd

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www.whitehorsecontractors.co.uk

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www.white-line-services.com

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Email: sales@wicksteed.co.uk
www.wicksteed.co.uk

Wiener Medien Werkzeuge GmbH

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Email: info@medienwerkzeuge.at
www.medienwerkzeuge.at

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World Academy of Sport

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www.worldacademysport.org

York Barbell UK Ltd

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Email: yorkhelp@yorkfitness.co.uk
www.yorkfitness.com

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www.eaw.com

Electro-Voice
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HS Sports Ltd
www.hssports.co.uk

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www.indigovision.com

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Lighthouse Technologies (UK) Ltd
www.lighthouse-tech.com

Mediatec Group
www.mediatecgroup.com

Mitsubishi Electric Europe BV
www.mitsubishielectric.co.uk

Swiss Timing
www.swisstiming.com

Tag Heuer Professional Timing
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The Technical Department
www.thetechnicaldepartment.com

TS Sports
http://ts-sports.com

Wiener Medien Werkzeuge GmbH
www.medienwerkzeuge.at

BUILDING/CONSTRUCTION

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Alpine Bau GmbH
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Arena Estadios
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Barr Engineering
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Birdair
www.birdair.com

Blakedown Sport & Play
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Cleveland Land Services
www.cleveland-land-services.co.uk

Construct Stadia
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Cooper Industries
www.cooperindustries.com

Harsco Infrastructure Services Ltd
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Hunt Construction Group
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NUSSLI Group
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Rubb Buildings Ltd
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S & C Slatter
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Thornton Sports Ltd
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Green 4 Solutions
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Legend Club Management Systems Ltd
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OptimaSport
www.optimasport.co.uk

RE:SYSTEMS
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Cleveland Land Services
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Cundall
www.cundall.com/sectors/lifestyle

Edge Structures
www.edgestructures.com

Harsco Infrastructure Services Ltd
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www.hightexworld.com

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Event Planning Group
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Taylor Made Designs
www.taylormadedesigns.co.uk

SURFACES SPORTS/PLAY

ACT Global Sports
www.actglobalsports.com

Action Floor Systems, LLC
www.actionfloors.com

Altro Ltd
www.altro.com

AMB Sports Ltd
www.ambsports.com

BASF Construction Chemicals Europe AG
www.conica.basf.com

Blakedown Sport & Play
www.blakedown.co.uk

Bonar Textiles
www.bonaryarns.com

Charles Lawrence Surfaces Ltd
www.charleslawrencesurfaces.co.uk

Charterhouse Turf Machinery Ltd
www.charterhouseturfmachinery.co.uk

Desso Sports Systems
www.dessosports.com/en

Dorset Woolliscroft
www.dorsetwoolliscroft.com

Dow Chemical Company Ltd
www.dow.com/artificialturfsolutions

Edel Grass BV
www.edelgrass.com

FieldTurf Tarkett
www.fieldturf.com

Gerflor Ltd
www.gerflor.co.uk

➤ SURFACES SPORT/PLAY

Gezolan AG

www.gezolan.ch

Granwood Flooring Ltd

www.granwood.co.uk

GreenFields

www.greenfields.eu

Junckers Ltd

www.junckers.com

Lano Sports

www.lanosports.com

Limonta Sport

www.limontasport.com

Matchesaver Ltd

www.matchesaver.com

McArdle Sport-Tec Ltd

www.mcardle-astroturf.co.uk

Mondo UK

www.mondosport.com

Playrite

www.playrite.co.uk

Plexipave

www.plexipave.com

Polytan Sportstättenbau GmbH

www.polytan.com

Recticel NV

www.re-bounce.com

Replay Maintenance Ltd

www.replaymaintenance.co.uk

Rubb Buildings Ltd

www.rubb.co.uk

S & C Slatter

www.sandcslatter.com

Sekisui Alveo

www.sekisuialveo.com

Sports Coatings Ltd

www.sportscoatings.com

Sports Surfaces (UK) Ltd

www.sportssurfacesuk.com

Stuart Canvas Products

www.stuartcanvas.co.uk

Support in Sport (UK) Ltd

www.supportinsport.com

Tact Enviro Ltd

www.tactltd.com

Tarkett Sports Flooring

www.tarkett-sports.com/english

Technical Surfaces Ltd

www.technicalsurfaces.co.uk

TenCate Grass

www.tencate.com

The Spade Oak Group

www.spadeoak.co.uk

Thornton Sports Ltd

www.thorntonsports.co.uk

TigerTurf UK Ltd

www.tigerturf.com

Trocellen GmbH

<http://trocellen.com>

White Horse Contractors Ltd

www.whitehorsecontractors.co.uk

White Line Services

www.white-line-services.com

SWIMMING POOLS

Anti Wave Europe

www.antiwave.co.uk

Aquamat Four Seasons

www.aquamat4seasons.co.uk

Astral UK

www.astralpooluk.com

Certikin International

www.certikin.co.uk

Daktronics UK

www.daktronics.co.uk

FaulknerBrowns

www.faulknerbrowns.co.uk

Hanovia Ltd

www.hanovia.com

Hexagone UK

www.myhexagone.com

Hippo Leisure Ltd

www.hippoleisure.com

JC Leisure Solutions

www.jcleisureolutions.com

Myrtha Pools

www.myrthapools.com

OpenAire Inc

www.openaire.com

Plastic Extruders Ltd

www.plastex.co.uk

Plastica

www.plasticapools.net

Poolpod Products Ltd

www.poolpodproducts.com

S & P Ltd

www.s-parchitects.com

Swimtag

www.swimtag.co.uk

Triogen Ltd

www.triogen.com

TICKETING

Green 4 Solutions

www.green4solutions.com

TRAINING

AISTS

www.aists.org

World Academy of Sport

www.worldacademysport.org

WASHROOMS/BATHROOMS

Prospec Ltd

www.prospec.co.uk

Ridgeway Furniture Manufacturing Ltd

www.ridgewayfm.com

Safe Spacwe Lockers Ltd

www.safespacelockers.co.uk

Venesta Washroom Systems

www.venesta.co.uk

WATER TREATMENT

Certikin International

www.certikin.co.uk

Hanovia Ltd

www.hanovia.com

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