



THE STADIUM BUSINESS SUMMIT 2012

14-16 MAY, TURIN, ITALY

INCORPORATING



PREMIUM SEAT SEMINAR



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CONFERENCE PROGRAMME
& EVENT GUIDE

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THE STADIUM BUSINESS SUMMIT



THE STADIUM BUSINESS AWARDS

WELCOME

Benvenuti!

Thanks for joining us in Turin. After Dublin and Barcelona, *TheStadiumBusiness Summit* team has worked tirelessly to pull together our biggest (400+ delegates), most international (48+ countries) and most comprehensive industry meeting to date.

You'll find the full event schedule in the following pages. Alongside the main Summit conference programme, we've also added two parallel conference programmes – the *Premium Seat Seminar* (in partnership with ALSD - see page 10) and the *Fan Experience Forum* (page 14) – to offer more knowledge-exchange and content on these important aspects of today's stadium business.

The highlight of the programme is always *TheStadiumBusiness Awards* evening, where we will showcase and acknowledge our industry's achievements, creativity and leaders. Once again, our thanks to our judges for their time and expert input during the judging process.

We must thank our speakers, our sponsors and our partners. In particular, this year we've received the gracious support of the Italian Football Federation (FIGC) and the UEFA Education Programme as key partners – along with the local support of Studio Ghiretti (who have been our partner in the delivery of the *Stadium Manager* training programme for FIGC over the past 12 months).

Finally – above all – our thanks to YOU for joining us. We wish you a great 'visitor experience' at *TheStadiumBusiness Summit 2012* – and if there's anything we can do to assist, please let us know.



Ian Nuttall & *TheStadiumBusiness* team

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

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

STAY CONNECTED

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



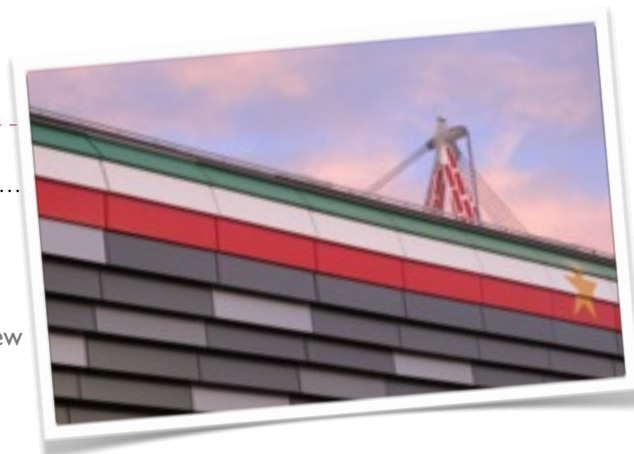
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THE PROGRAMME



Monday 14 May 2012

Welcome Tour: Juventus Stadium

- 17.30 Meet at NH Lingotto Hotel for coach transfer to stadium.
- 18.30 Welcome tour of this new stadium – the first to be developed and owned by a team in Italy's Serie A league. View the stylish facilities which put this new home for the 'Old Lady' way ahead of the rest of Italy's stadiums.
- 20.00 Tour ends. Coach return to Lingotto hotels.

Welcome Reception: AC Torino Hotel

- 20.30 Network with your fellow delegates at the terrace bar of this award-winning hotel, built inside a former pasta factory.
- 21.30 Reception ends.

THE CONFERENCE

Tuesday 15 May 2012

Venue: Museo Nazionale dell'Automobile Room: The Auditorium

- 08.00 Registration Opens With thanks to our registration sponsor SKIDATA
- 08.15 Welcome Coffee Sponsored by BARCO LiveDOTS

Welcome Address

- 09.15 Welcome to the Summit by Ian Nuttall, Founder, TheStadiumBusiness / Xperiology, UK
Introducing your moderators for the Summit:
- Kevin Roberts, Editorial Director, Sport Business Group, UK
 - Andrew Williams, Founder, Align2, UK

Session I: Opening Experiences

We open with a series of presentations from stadium operators who each opened their new facilities during the last year. What went according to plan? What didn't? And what did the consultants forget to tell us...? Fascinating insights from a world of stadium business launches. Our speakers include:

- 09.30 **American Express Community Stadium, UK** – A new home for the *Seagulls* and a new asset to the British seaside resort city of Brighton.
- Martin Perry, CEO, The Community Stadium & Executive Director, Brighton & Hove Albion FC, UK
- 09.55 **Coface Arena, Germany** – The €60m multi-purpose stadium for FSV Mainz 05 e.V. opened last year and resembles a 'traditional British stadium' (with four distinct stands) but incorporates standing for more than 15,000 football fans.
- Christopher Blümlein, CFO, FSV Mainz 05 e.V. / Coface Arena, Germany
- 10.20 **Forsyth Barr Stadium, New Zealand** is a one-of-a-kind facility. Located in the province of Dunedin, New Zealand, the venue – the only permanently covered natural turf stadium in the World – is an architectural icon, and opened to acclaim in August 2011. But, what does the future hold for the venue now the Rugby World Cup has left town? Our speaker discusses the challenges of operating a 30,000 seat, world-class stadium in a smaller, regional market.
- Guy Hedderwick, Commercial Director, Forsyth Barr Stadium/Dunedin Venues, New Zealand

Guest Speaker:**A new model of Engagement & Entertainment**

10.45 **LIVESTRONG Sporting Park:** From its rebrand, Sporting Kansas City (formerly the Kansas City Wizards) of North America's Major League Soccer has set out to build a new supporter-centric, soccer entertainment business which is anchored in the local community. The team's new home – the US \$200m LIVESTRONG Sporting Park – takes its name from the internationally-recognized charity for cancer programs and for the duration of the naming rights agreement, a portion of all stadium revenues will fund the foundation's advocacy work. And the innovation does not stop there. From the emphasis on fan experience, to the world class technology installed throughout the state-of-the-art stadium, to the team's membership model for connecting with club supporters, this is no ordinary football club. Outlining Sporting KC's growth from concept to operation, we are delighted to welcome:

- Robb Heineman, CEO, Sporting Club (the parent organization of MLS' Sporting Kansas City football team) and Managing Partner of Sporting Innovations, USA



11.15 Coffee and Networking

Sponsored by SPORT+MARKT

Session 2: Italy – The New Frontier

11.45 **Trends in football stadia development & commercialisation:** This presentation – based on KPMG's report *European Stadium Insight 2011* – highlights the role played by the development of European football stadia in driving the commercial success of today's football businesses. We examine how top European Clubs utilise their stadia; how stadia adjust to specific demand requirements and we look at alternative financing options. We close with a look at the experiences of privately-owned stadia in other European countries

- Andrea Sartori, Partner, KPMG Sports Advisory, Hungary

Panel Discussion: Italy**12.10 La Ripartenza! (Or Not)?**

Italy's stadium infrastructure has been falling behind its European counterparts over the last few decades. Juventus has shown it is possible but where is the flood of projects? Can this great footballing nation rebuild its underwhelming and underperforming infrastructure? What are the barriers to further stadium projects? And what can we realistically expect to see over the next few years given the general economic climate?

Panellists include:

- Paolo Bedin, Director General, Serie B, Italy
- Marco Brunelli, Director General, Serie A, Italy
- Michele Uva, Director of Development, FIGC, Italy

Guest Speaker: 'Boutique' – The Future of Stadium Design

13.00 **Designs for a Better Business:** Investing in design is becoming the smart decision for stadium operators. We're told by social media marketers that our future customers may be 'paparazzi' (who like to collect memories and experiences) and 'posers' (who like to be seen, recognised and captured by the paparazzi). Catering to these future needs makes good business sense. No matter how small your stadium, you can start segmenting from tomorrow – providing an aspirational visitor path for fans/patrons. Taking us to lunch is a slideshow of what's coming to a stadium near you... very soon.

- David Manica, President, MANICA Architecture, USA



13.30 Lunch

Sponsored by MANICA Architecture

Guest Speaker: Stadium Marketing 2.0

14.30 **What do fans really want from sports?** Technology is opening up countless new ways to engage and entertain fans, leaving stadium operators facing a difficult question: "Of all the new things we could do, what should we do?" To answer this question we must first understand what fans really want from sports. Our guest speaker – who coined the phrase 'Sports Marketing 2.0' – will share with delegates the four biggest drivers of fan value in sports and the four critical ingredients for enhancing the fan experience within our sporting arenas.

- Pat Coyle, President, Coyle Media, Inc., USA

Session 3: Innovations Showcase

15.00 **20x20:** The stadium business increasingly relies on technological and service innovation to drive visitors, interactivity and revenues. This proven quick-fire presentation session which uses the *pecha-kucha* format (with each speaker having just 20 slides for 20 seconds each, i.e.. under 7 minutes to present) delivers a wealth of new ideas, innovations and inspiration for forward-thinking stadium business.

16.10 Coffee & Networking

Sponsored by Daplast

Session 4: The Smart(er) Stadium

16.30 **Crossing the Void:** The long-promised 'smart stadium' is finally here – with all activities interconnected and data flowing seamlessly across back-of-house, client and public applications. But has this smart integration of all the stadium sub-systems really delivered on its promises? What are the barriers to making it work? Or is it a case of more lights but no action? This session includes presentations from those who have embarked with major IT companies on smart stadium projects, sharing their experiences to date.

- Gerry Toms, General Manager, Millennium Stadium, UK
- Tery Howard, Chief Technology Officer, Miami Dolphins, USA
- Mark Wyllie, CEO, Flagship Solutions Group, USA

17.30 Review/Closing Thoughts

THE AWARDS

TheStadiumBusiness Awards 2012 Gala Evening

Venue: Museo Nazionale dell'Automobile Room: The Piazza

19.30 Join the shortlisted nominees, industry leaders and your fellow delegates of *TheStadiumBusiness Summit 2012* as we celebrate the achievements, successes and leadership in the global stadium and arena sector at the third annual presentation of *TheStadiumBusiness Awards*.

Enjoy a post-conference cocktail, tour the automotive exhibits of the stunning Museo Nazionale dell'Automobile, then take your seat for dinner and networking with our industry's leading executives during *TheStadiumBusiness Awards 2012 Gala Evening*.

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00.00 Official close of *TheStadiumBusiness Awards 2012*

Wednesday 16 May 2012

Conference Venue: Museo Nazionale dell'Automobile Room: The Auditorium

09.00 Registration Registration sponsor SKIDATA

09.10 Coffee & Networking Sponsored by OpenField

09.30 Welcome back to the Summit by Ian Nuttall, Founder, The Stadium Business Summit, UK

Session 5: New Places with New Faces

09.45 **Drawing Board:** We open our second day of conference with a must-attend session where a specially selected group of new stadium projects will be presented in a '10x10' format (ie. 10 slides each for a total of 10 minutes). Explore the trends in design, financing, delivery and operating concepts in this session.

Speakers and their projects include:

- **Grand Stade de la CODAH** for Le Havre AC – Alain Belsoeur, Director, Le Havre AC, France
- **Spartak Moscow's 42,000 seat stadium** for the FIFA World Cup 2018 and beyond – Peter Ayres, Director of Building Engineering, AECOM, UK
- **Venice Sports & Entertainment Park** – Federico Fantini, Advisor, FC Unione Venezia, Italy
- **Stockholm Arena:** The multipurpose retractable roof stadium in the capital of Sweden – Raj Saha, Regional Director of Operations, AEG Facilities Europe, UK
- **Etihad Skyline Rooftop Tour** at Dublin's Croke Park – Peter McKenna, Stadium Director, Gaelic Athletic Association/Croke Park, Ireland

10.45 Coffee and Networking Sponsored by SONY

Session 6: New Business Realities

Our speakers explore their business models and how they are planning for the future:

11.15 **The right structure:** Getting the right structures and organizational capabilities in place is essential if a venue business is to make the most of the opportunities (both cricket and non-match day) presented by a major capital re-development. At the same time, the general economic climate is creating very short lead-times for winning and delivering business.

- Colin Povey, Chief Executive, Warwickshire County Cricket Club/Edgbaston, UK

11.45 **A New Sales Pitch for Soccer:** The presentation outlines the successes of a league-wide approach that Major League Soccer has taken to deliver and accelerate sales and management talent.

- Bryant Pfeiffer, Vice President, Club Services, Major League Soccer, USA

12.15 **Dynamic Pricing – The right solution:** Dynamic pricing is pivotal to the success of major online and airline businesses, yet it is still an unknown commodity in sports. There is growing evidence that applying yield management will not only raise revenues but also help to fill our stadiums. If a club was considering dynamic pricing, what would it need to do? We challenge our guest speaker with these questions:

- Julian Jenkins, Head of International Development, Cardiff City FC, UK

Guest Speaker: A Changing Focus on Partners, Promoters and Patrons

12.45 **Mercedes-Benz Arena:** An insight into the sports and entertainment business in the booming market of China, via this venue's progression through a global event into a sustainable and profitable commercial venture. After 8 million visitors over 184 consecutive event days during the World Expo in 2010, Mercedes-Benz Arena then commenced commercial operations as a separate entity. Hear about the lessons learnt, the successes and the challenges...

- Guy Ngata, General Manager, Mercedes-Benz Arena, China

13.15 Lunch Sponsored by The TESS Group

Guest Speaker

14.30 **Intelligent Sports Marketing: Keeping it simple and not stupid**

The business fundamentals of the venue sector remain unchanged: getting people into seats. Have we lost sight of this goal as we embrace all the new marketing channels of the brave new digital world? Our speaker outlines a 'no nonsense' approach to ensuring everyone that comes into contact with your stadium business has the opportunity to become a valued customer – in just five days!

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

Session 7: Sense & Sustainability

There is a growing social responsibility argument for adopting environmental best practice and applying sustainable event management strategies. But what are the real business benefits?

15.00 **MU Sustainability:** Manchester United FC has been tackling environmental and social issues at regional, national and international levels. More recently it has set out to use its powerful brand to create awareness of issues facing the planet. The club's approach to sustainability has not only won awards but impacted all aspects of United's business practices – a process that is certain to continue.

- Keith McIntosh, Health, Safety & Environmental Manager, Manchester United FC, UK

15.25 **A step-by-step Approach to Sustainability:** This presentation will look at Croke Park's journey in sustainability management and how stakeholder engagement and smart business actions deliver real bottom-line savings to your venue.

- Alan Gallagher, Operations Manager, Croke Park/GAA, Ireland

15.50 **Allies for the Environment:** Founded in 2011, the Green Sports Alliance is the first ever North American inter-league collaboration on environmental protection. Alliance members now represent over 90 sports venues and teams, across 13 leagues including MLB, NHL, NFL, NBA and MLS. We examine some key initiatives – and their results – undertaken by GSA members in recent months.

- Dr. Allen Hershkowitz, Co-Founder, Green Sports Alliance, USA

16.15 Coffee and Networking

Sponsored by The Stadium Business Awards

Session 8: The Recession Session

16.45 **Fighting the Cutbacks:** How are stadium business leaders reacting to the economic downturn in their markets and – putting aside discounting – what winning strategies are being employed to grow attendance, drive revenues and improve brand loyalty? We close with a roundtable discussion with venue leaders from around the globe including:

- Peter Filopoulos, General Manager (Sales & Marketing), Melbourne Stadiums Ltd., Australia
- Steve Brice, Vice President of Premium Seating, AEG Europe, UK
- Lee Zeidman*, SVP & General Manager, STAPLES Center, Nokia Theatre L.A. LIVE and L.A. LIVE, USA
- And other guest panellists...

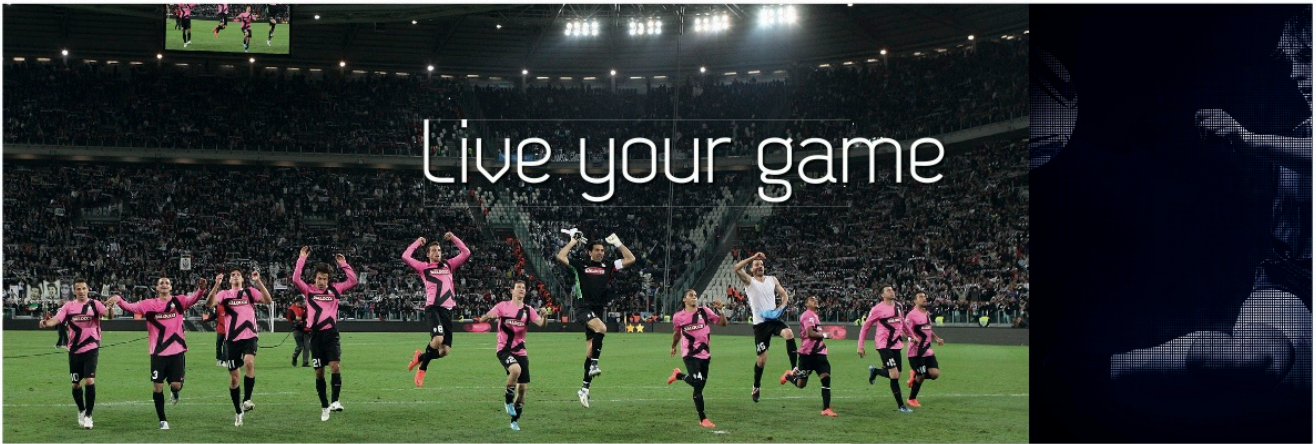
17.45 Thanks/Closing Thoughts

18.00 End of conference

* Invited/Subject to final confirmation. Programme correct at 9 May 2012. Subject to change. E&OE

Please note: Your delegate pass to *The Stadium Business Summit* also includes access to all sessions of the *Premium Seat Seminar* and *Fan Experience Forum*!

See the following pages for more...

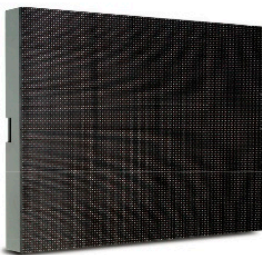


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- Location and site assessment
- Market analysis
- Stadium conceptualisation
- Seating product and pricing strategy
- Financial analysis and valuations
- Alternative financing structure
- Guidance of mixed-use developments

Other Major Services

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- Partner search
- Event strategy / bidding support
- Independent business review

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kpmg.com/cee/en/SportsAdvisory

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TheStadiumBusiness Summit



PREMIUM SEAT SEMINAR 2012

15 MAY 2012
TURIN, ITALY



TOUR & RECEPTION

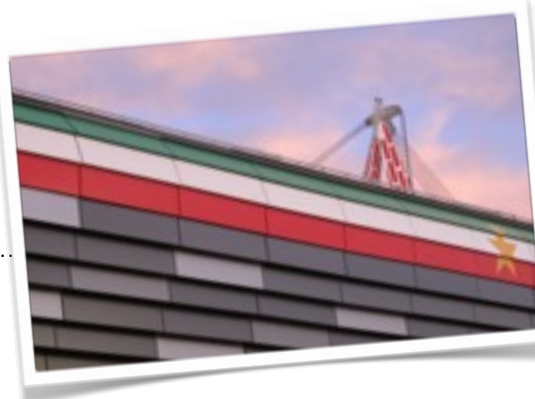
Monday 14 May 2012

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- 20.00 Tour ends.

Welcome Reception: AC Torino Hotel

- 20.30 Network with your fellow delegates at the terrace bar of this award-winning hotel, built into a former pasta factory.
- 21.30 Reception ends.



THE SEMINAR

Tuesday 15 May 2012

Venue: Museo Nazionale dell'Automobile Room: Salone 150

- 08.00 Registration sponsored by SKIDATA
- 08.45 Welcome by Ian Nuttall, Founder, TheStadiumBusiness Summit

Session I: Setting the Scene

- 09.00 **From across the pond:** Overview of the venue corporate hospitality market in North America. The speaker will explore numbers, occupancy and market statistics, including the pricing of suites and clubs seats – and offer perspectives on the future of the business.
- Bill Dorsey, Chairman of the Board, Association of Luxury Suite Directors (ALSD), USA
- 09.30 **Success Factors:** Acting as Official Research Partner of *TheStadiumBusiness Summit*, Sport+Markt has undertaken a research study to reveal the success factors for a successful combination of stadium and hospitality experience. The survey also considers future trends in stadia business. The results will be explored in this presentation.
- Maria Walsh, Head of Stadium Advisory, Sport+Markt, Germany

Guest Speaker: Give them what they want!

- 10.00 **What does a corporate buyer look for in sports hospitality?** As a former Senior VP of Bank of America, Ray Bednar purchased annually more than US\$100m in hospitality services across the USA, at multiple venues and multiple sports. Bednar is now working with Mark Rockefeller in developing ROI

projects for major corporate buyers across the globe. His specialty is maximizing a customer's hospitality assets. Learn how you can better position your offering to what the customer wants!

- Ray Bednar, President, Hyperion Marketing - A Mark Rockefeller Co., USA

10.30 Coffee and Networking

Sponsored by International Stadia Group

Session 2: New Markets. New Challenges.

11.00 **New Frontiers:** The growth opportunity in sports hospitality across Europe's sports facility market is enormous but bringing corporate and premium seat services to new markets is no easy task. Our speakers will share their methodologies, experiences – and perhaps their mistakes – in selling new services in new stadiums into new markets.

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

Speakers include:

- Marek Drabczyck, Commercial Director, Legia Warsaw FC, Poland
- Andrew Hampel, CEO, International Stadia Group LLP, UK
- Ebru Koksak, former Chief Executive, Galatasaray FC at Turk Telecom Arena, Turkey

12.15 Lunch

Sponsored by MANICA Architecture

Guest Speaker: Exceeding Expectations

13.15 **Theatre of Dreams:** Manchester United FC is one of the world's greatest football brands. How does the club consistently deliver world-class service at Old Trafford for its distinguished international client list? Manchester United FC officially sold-out of all of its seasonal hospitality inventory, just halfway through the 2011/12 season. The club is now looking at how it can enhance its current offerings at Old Trafford, including the potential redevelopment of some under-utilised stadium spaces.

- Caroline McEleney, Head of Hospitality Sales, Manchester United FC, UK



Session 3: Customers. Packages. Prices. Sales!

Moderator: Bill Dorsey, Chairman, Association of Luxury Suite Directors (ALSD), USA

13.45 **New Database Techniques:** Understanding who your clients are is critical to maximizing the value of premium inventory. North American operators tap into sophisticated database techniques which allow teams to reach and target corporate customers in very precise ways. The next challenge is to adapt this learning for the European market and help clubs develop their premium seat sales strategy.

- Luke Solomonson, Principal, Matchday Intelligence (Full House Entertainment Marketing), Spain

14.15 **Should You Outsource?** There are full-service companies emerging which provide outsourcing sales for premium seating. These companies often combine operational knowledge with feasibility and research products that assist the teams before they build out their venue spaces.

- Bill Rhoda, Principal and Director of Sports Services, CSL International and EVP of Business Development, Legends Sales & Marketing, USA
- Ben Wrigley, VP of Project Development, Legends Sales & Marketing, USA

14.45 **A new business model for catering and hospitality services:** How do we create a win-win situation for all stakeholders? The hospitality market develops rapidly and this calls for a new model allowing maximum flexibility for the club & the venue operator in order to develop the business at all levels, from concourse to boardroom. Discover the possibilities clubs have – beyond just buying food – by teaming up with experts to create an 'event experience' alongside the pitch.

- Frank Wassermann, CEO Arena One GmbH / Allianz Arena, Germany
- Dr. Stephan Thewalt, CEO Arena One GmbH / Allianz Arena, Germany

15.15 Coffee and Networking

Guest Speaker: Embracing Change

- 15.45 **Across The (Great) Divide:** Our guest speaker has a unique insight into the different market and operational challenges between Europe and North America. Prior to relocating across the Atlantic to head up General Sports & Entertainment's investment in England's historic Derby County FC, Tom Glick was the VP of Team Marketing & Business Development at the National Basketball Association. Prior to the NBA he served as General Manager of several Minor League Baseball clubs then as CMO of Nets Basketball. Where is the sports hospitality business heading and how do we best position our offer for tomorrow's needs?
- Tom Glick, President & CEO, Derby County FC, UK

Session 4: Planning for the Future

Our final session of the day takes a look at future directions for sports hospitality – highlighting trends in design and fitout, product mix and customer service measurement – to ensure we are all on the right track. Speakers include:

- 16.15 **How Design Translates into Solid Revenues:** Stockholm Globe Arenas have partnered to create a unique design brand that defines Stockholm as a sports and entertainment destination. By creating premium scenarios for specific target markets, the design agency customized experiences with premium product, such as clubs, loges, suites and seating. RThe Return On Design™ approach identified program solutions that will enhance fan experience while generating ROI.
- Marie Lindqvist, Communications Manager, Stockholm Globe Arenas, Sweden
 - Matt Rossetti, President, Rossetti, USA
- 16.45 **Innovative Products and Packages:** A look at new and innovative premium seating products, with a selection of real-life examples that are leading the market.
- Bill Rhoda, Principal and Director of Sports Services, CSL International and EVP of Business Development, Legends Sales & Marketing, USA
 - Ben Wrigley, VP of Project Development, Legends Sales & Marketing, USA
- 17.15 **The O2 – A Lesson in Customer Service:** With a stated mission to operate a world-class destination that “consistently delights” its visitor, AEG applies a series of measurement criteria in a clearly-defined process to each and every event at The O2 (whether it be AEG's own content, that of a tenant or a guest promoter). Learn how this approach can create a virtuous circle in service improvement.
- Steve Brice, Vice President of Premium Seating, AEG Europe, UK

- 17.45 Roundup / Close of *Premium Seat Seminar 2012*

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THE AWARDS

TheStadiumBusiness Awards 2012 Gala Evening

Venue: Museo Nazionale dell'Automobile Room: The Piazza

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- 00.00 Official close of *TheStadiumBusiness Awards 2012*

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International Stadia Group is the market leader in forecasting, creating and delivering revenue streams from seating in stadia and arenas. Together with our specialist in house research division, Comperio Research, our team has worked on over 60 stadia projects across 6 continents including some of the most iconic sporting venues around the world hosting sports such as football (soccer and NFL), cricket, Formula 1, tennis and rugby.



For more information please come and see us
in Session 2 of the Premium Seat Seminar
at 11.00 on Tuesday



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16 MAY 2012
TURIN, ITALY

TheStadiumBusiness Summit 
FAN EXPERIENCE FORUM 2012



THE AWARDS

Tuesday 15 May 2012

TheStadiumBusiness Awards 2012 Gala Evening

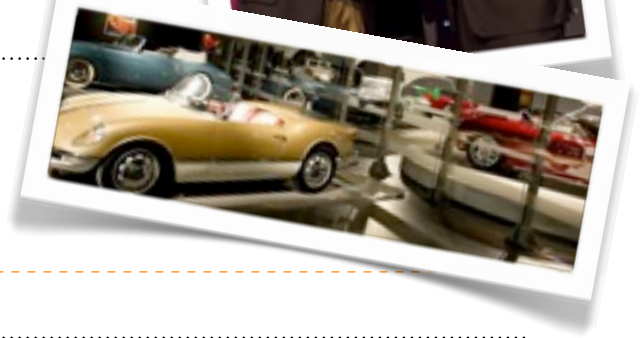
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00.00 Official close of *TheStadiumBusiness Awards 2012*



THE FORUM

Wednesday 16 May 2012

08.00 Registration sponsored by SKIDATA

08.45 Welcome by Ian Nuttall, Founder, TheStadiumBusiness Summit

Your host MCs for the day are:

- Mark Bradley, Founder, The Fan Experience Company, UK
- Pat Coyle, Founder, Coyle Media/Sports Marketing 2.0, USA

Session I: Fan Engagement - Making The Business Case

09.00 **Customer Service as a Catalyst for Change:** Sport is in danger of being left behind unless it finds a way to develop its own customer strategy. Can we define a sustainable 'fan engagement' strategy for the future of the business?

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

09.25 **Fire your agency and hire your fans!** The strongest advertising for any product is the testimonial of a happy customer. With this in mind – and with the help of social media – sports properties have a tremendous opportunity to partner with fans. Every fan photo, tweet and Facebook post shared from the stadium can enhance the real-time experience, and each can be stored and re-presented later to promote your next event. The venue provides platform (digital playground), fans create content, and this content

becomes advertising for future events... making the fan experience more visible is compelling more fans to buy tickets to next event.

- Pat Coyle, Founder, Coyle Media/Sports Marketing 2.0, USA

09.50 **Innovation Not Preservation:** The award-winning Family Club at Cardiff City FC is revolutionary in its approach. It utilises the fan experience as a catalyst for growth and changes perception into reality. Now the club is taking the lessons and application of its family success to all areas of its business – providing a real rediscovery (and re-engagement) with the Cardiff City club brand.

- Julian Jenkins, Head of International Development, Cardiff City FC, UK

Guest Speaker: Growing Clubs Through Fan Engagement

10.15 **From a club to a league: Two case studies in successful supporter engagement** – Our guest speaker will present two case studies of successful supporter engagement: one from a club perspective and one from a league. He will describe how consultation with fans, combined with family-friendly values, drove a 300 percent increase in season ticket holders at Norwich City FC. Then he will showcase how applying the same approach at the Scottish Premier League is now driving meaningful results at a league-wide level.

- Neil Doncaster, CEO, Scottish Premier League, UK

10.45 Coffee and Networking

Session 2: Back To Basics – Give Them What They Want

11.15 By putting the fans first, enlightened sports businesses are finding new ways to foster deeper connections, happier customers and stronger brand loyalty. Win or lose, these new fan-centric sports businesses are truly sustainable. Hear from various perspectives on this new approach to the established business of sport.

Moderator: Mark Bradley, Founder, The Fan Experience Company, UK

Speakers/topics include:

Service With A Smile (and a Cheer) – The Premier League's innovative Visit Football project applied the quality assurance benchmarks to the visitor experience for each of its clubs' stadiums. Since its introduction in 2010 clubs have embraced, enhanced and extended the 'service league table' to deliver happier fans (and customers). Where next for benchmarking service in stadiums?

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

Rewarding Fan Loyalty Through Unique Experiences: The goal of any loyalty program is to establish a deep connection with your season ticket holders and show them how important they are to your club. MLS' Philadelphia Union felt that to really engage the fans and make them feel appreciated the club needed to give them more than a t-shirt or a hat. Instead the club gave them opportunities to participate in unique experiences that a fan could only dream of. These experiences included exclusive stadium tours, open practices, getting game-worn boots or jerseys and even playing on the stadium field.

- Mike Quarino, VP Ticket Sales & Fan Services, Philadelphia Union, USA



12.30 Lunch

Guest Speaker: A Fan Perspective

13.45 **Values for Value - Engaging fans to Build Better Businesses:** Focusing on the fan experience has helped transform the way clubs serve fans. But the 'experience' is often defined solely by the consumer relationship which – despite the rhetoric – is vulnerable to changing life circumstances. Smart clubs engage with fans in a way that leaves consumption to one side and instead recognise the emotional dimension of being a supporter – with rewards for both the club and the fan.

- Dave Boyle, independent consultant and advisor

Session 3: A European Perspective

14.15 **Engaging with Supporters:** From the 2012/13 campaign onwards, all clubs must have an operating supporter liaison officer (SLO) as a new UEFA licensing requirement – marking a new step in club-supporter relations. The move is the result of close cooperation between European football's governing body and Supporters Direct. What have been the challenges, successes and early benefits of the scheme?

- Sefton Perry, Football Licensing Unit/Head of SLO Project, UEFA
- Stuart Dykes, SLO Consultant, Supporters Direct, Germany

15.15 Coffee and Networking

Session 4: Enhancing the Matchday Experience

Moderator: Pat Coyle, Founder, Coyle Media, USA

The session includes the following presentations:

15.45 **Growing the Matchday Experience** – Manchester City FC has set out to deliver the 'greatest fan matchday experience' in football today. Hear how the club is enhancing the entire stadium visitor journey from before, during and after the game. Nick Becker is responsible for the delivery of all live match day content, which includes the integration of online content into the live experience. Recent examples include the club's recent #Together campaign which is built around digital with the objective of driving in-stadium atmosphere. In addition, the club has recently launched live Q+A's on Twitter with the likes of Joe Hart and Vinny Kompany.

- Nick Becker, Head of Event Production, Manchester City FC, UK

16.10 **Streamlining the Experience through Integrated Production** – Sport tells an amazing story, and that story is told in many different ways via many forms of media. The experience of someone at the ground to someone watching on the move is very different – and the production to these different groups of people is quite fragmented. But how can we best use the opportunities presented by emerging technologies to help optimise fans' experience of a sporting event? And how can we best integrate our content to tell a single, compelling story that engages audiences?

The presentation also examines the Indian Premier League cricket, where the BCCI has partnered with Sony to deliver an integrated production of television, online, mobile and in-stadia content.

- Paul Hawkins, Director of Sports Innovation, SONY, UK

16.35 **Competing with the Home Experience** – With a commitment to enhancing the live experience for fans at Sun Life Stadium, the Miami Dolphins are competing with the in-home experience; the luxury and comfort of home, the High Def TVs, and the gadgets that surround that allow fans to consume additional stats, replays and highlights, as well as interact with their friends. The team's challenge is to continue to make it exciting for people to come to its stadium as it competes within a constantly morphing entertainment industry that is increasingly interactive. A new collaboration between the club and technology giant IBM means Dolphins' officials can gain instant insight into all stadium operations including visitor traffic, fan spending preferences and weather patterns, as well as social media sentiment, allowing them to predict and adjust accordingly based on real-time events. How will the club use this data to develop unmatched services to create meaningful experiences for its visitors?

- Terry Howard, Chief Technology Officer, Miami Dolphins, USA

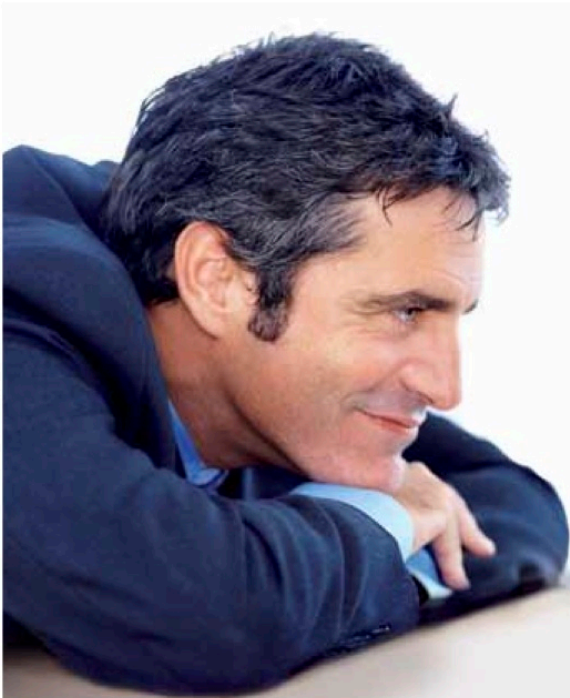
Open-Mic Closing Session: Fans and a Bigger Plan

17.00 Our closing session opens to the room with a re-cap on the days proceedings and an open-mic Q&A with our guest moderators. What have we learnt today? What are the best examples of fan engagement around the matchday experience? How can these activities convert casual visitors into avid, loyal customers? And keep our existing fans engaged in the future?

Moderators:

- Mark Bradley, Founder, The Fan Experience Company, UK
- Pat Coyle, Founder, Coyle Media/Sports Marketing 2.0, USA

17.30 Close of *Fan Experience Forum 2012*



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The Stadium Business AWARDS 2012

VENUE OF THE YEAR AWARD

- Amway Center, Orlando, Florida, USA
- LIVESTRONG Sporting Park, Kansas City, USA
- Mercedes-Benz Arena, Shanghai, China
- Forsyth Barr Stadium, Dunedin, New Zealand
- The American Express Community Stadium, Brighton, UK

SPORTS EVENT OF THE YEAR AWARD

- 2011 UEFA Champions League Final at Wembley Stadium, UK
- 2011 FIFA Women's WC Final at Commerzbank Arena, Germany
- UFC 140 at Air Canada Centre, Canada
- England v India npower Test at Lord's Cricket Ground, UK
- 1st Winter Youth Olympic Games at Innsbruck, Austria

GUEST EVENT OF THE YEAR AWARD

- Eurovision Song Contest 2011 at ESPRIT Arena, Germany
- FC Shakhtar's 75th Anniversary at Donbass Arena, Ukraine
- Boots Conferences at Ricoh Arena, UK
- Visit of HM Queen Elizabeth at Croke Park, Ireland
- Opening Ceremony at Juventus Stadium, Italy

EXECUTIVE OF THE YEAR AWARD

- Alex Martins, CEO, Orlando Magic, USA
- Julian Jenkins, Director Of International Marketing & Special Projects, Cardiff City FC, UK
- Lee Zeidman, SVP and GM, STAPLES Center/L.A. LIVE, USA
- Robb Heineman, CEO, Sporting KC, USA
- Martin Perry, Exec Director, Brighton & Hove Albion FC, UK

UNsung HERO AWARD

- Green Team @ Commerzbank-Arena, Germany
- Dave Mitchell, Head Groundsman, Carlisle United, UK
- Lisette Maas & Julian Britton, Stadium Experience, UK
- John Street, Finance Director, Ricoh Arena, UK

CUSTOMER EXPERIENCE AWARD

- Air Canada Centre, Toronto, Canada
- City Square / Etihad Stadium, Manchester City FC, UK
- LIVESTRONG Sporting Park, Kansas City, USA
- Amway Center, Orlando, Florida, USA
- The American Express Community Stadium, Brighton, UK

TEAM PLAYER OF THE YEAR AWARD

- Caron Lefever, Co-ordinator – Media & Communications, Sydney Cricket & Sports Ground Trust, Australia
- Jurgen Muth, General Manager, Allianz Arena, Germany
- Tracy Bawden, Ticketing Manager, Keepmoat Stadium, UK
- Steve Brice, Vice President – Premium Seating, AEG Europe, UK
- Jim Mercurio, VP Stadium Operations, San Francisco 49ers, USA

SAFETY & SECURITY AWARD

- The Tess Group, UK
- Ian Peploe, Security and Event Manager, Millennium Stadium, UK
- Maurizio Francini, Head of Stadium Security, ACF Fiorentina, Italy
- European Stadium & Safety Management Association, Belgium
- Fulham FC, UK

PRODUCT INNOVATION AWARD

- SPS Terraces (Intelligent Engineering), UK
- FAN360 (Sporting Innovations), USA
- Texlon ETFE Cladding at Forsyth Barr Stadium in Dunedin (Vector Foiltec), Germany
- VisionSOFT (ANC Sports Enterprises LLC), USA
- MCG Smartphone App (MCG / NextDigital), Australia

SUSTAINABILITY AWARD

- Spotless, Australia
- Wembley Stadium, London, UK
- Old Trafford / Manchester United FC, Manchester, UK
- Home Depot Center, LA, California, USA
- Green Sports Alliance, USA

THE FINALISTS

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

Spanning 18 categories – from the “Unsung Hero” to the coveted “Venue of the Year” Award – the shortlisted entries showcase the international expertise of the global stadium, arena and major sports venue sector.

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



in association with



THE JUDGES

Our thanks to the 2012 Judging Panel:

- Michael Bolingbroke, Chief Operating Officer, Manchester United FC, UK
- Pat Coyle, President, Coyle Media, Inc., USA
- Thierry Favre, Head of National Associations Development, UEFA, Switzerland
- Ebru Köksal, former General Secretary, Turkish Football Federation, Turkey
- David Manica, President, MANICA Architecture, USA
- Dr. Bernie Mullin, Chairman and CEO, The Aspire Group, USA
- Ian Nuttall, CEO, The Stadium Business, UK
- Andrea Sartori, Partner, KPMG Sport Advisory, Hungary

INDUSTRY SUPPLIER AWARD

- Vector Foiltec
- Sony
- Barco
- GMP Architects
- Cisco
- SkiData

RISING STAR AWARD

- Christopher Fiori, Event Director, Stadion Frankfurt Management GmbH, Germany
- Gary Hutchinson, Commercial Director, Sunderland AFC, UK
- Lenalinn Hausen, Exec. Project Manager, Nurburgring, Germany
- Michael Meitin, Managing Director – UK and Europe, Aspire Group, USA
- Alexii Zhukovin, Head of Stadium Operations, UEFA Euro 2012 / LVIV ARENA, Ukraine

PROJECT OF THE YEAR AWARD

- Expansion of Edgbaston International Cricket Stadium, UK
- The Wing at Silverstone, UK
- Redevelopment of the West Stand Boxes at Manchester United Football Club, UK
- BC Place Redevelopment, Canada
- Metricon Stadium Redevelopment, Australia

OUTSTANDING ACHIEVEMENT AWARD

- Recipient to be announced

COMMUNITY AWARD

- LIVESTRONG Sporting Park, Kansas City, USA
- Aviva Stadium, Dublin, Ireland
- Miller Park, Milwaukee, Wisconsin, USA

ARCHITECTURE & DESIGN AWARD

- RKW, for PGE Arena, Gdansk
- Populous, for Forsyth Barr Stadium, Dunedin
- Arup Associates, for the Qatar 2022 showcase stadium, Doha
- Olga for Stadium du Littoral
- NUSSLI Group, for Airberlin World, Dusseldorf

NEW VENUE AWARD

- The American Express Community Stadium, Brighton, UK
- Juventus Stadium, Turin, Italy
- LIVESTRONG Sporting Park, Kansas City, USA
- Stadion Wroclaw, Wroclaw, Poland
- National Stadium, Warsaw, Poland
- Ulker Sports Arena, Istanbul, Turkey
- Forsyth Barr Stadium, Dunedin, New Zealand
- Coface Arena, Mainz, Germany

SPONSORSHIP, SALES & MARKETING AWARD

- The Philadelphia Union for its Loyalty Reward Program, USA
- Manchester United Football Club for Matchday VIP Marketing Campaign, UK
- Brighton & Hove Albion FC for 1901 Club Sales and Marketing Campaign, UK
- Marketing Team at Kalmar Football Club, for its New Stadium Opening Strategy, Sweden
- MLS for the National Sales Center, USA

For more information visit www.stadiumbusinessawards.com

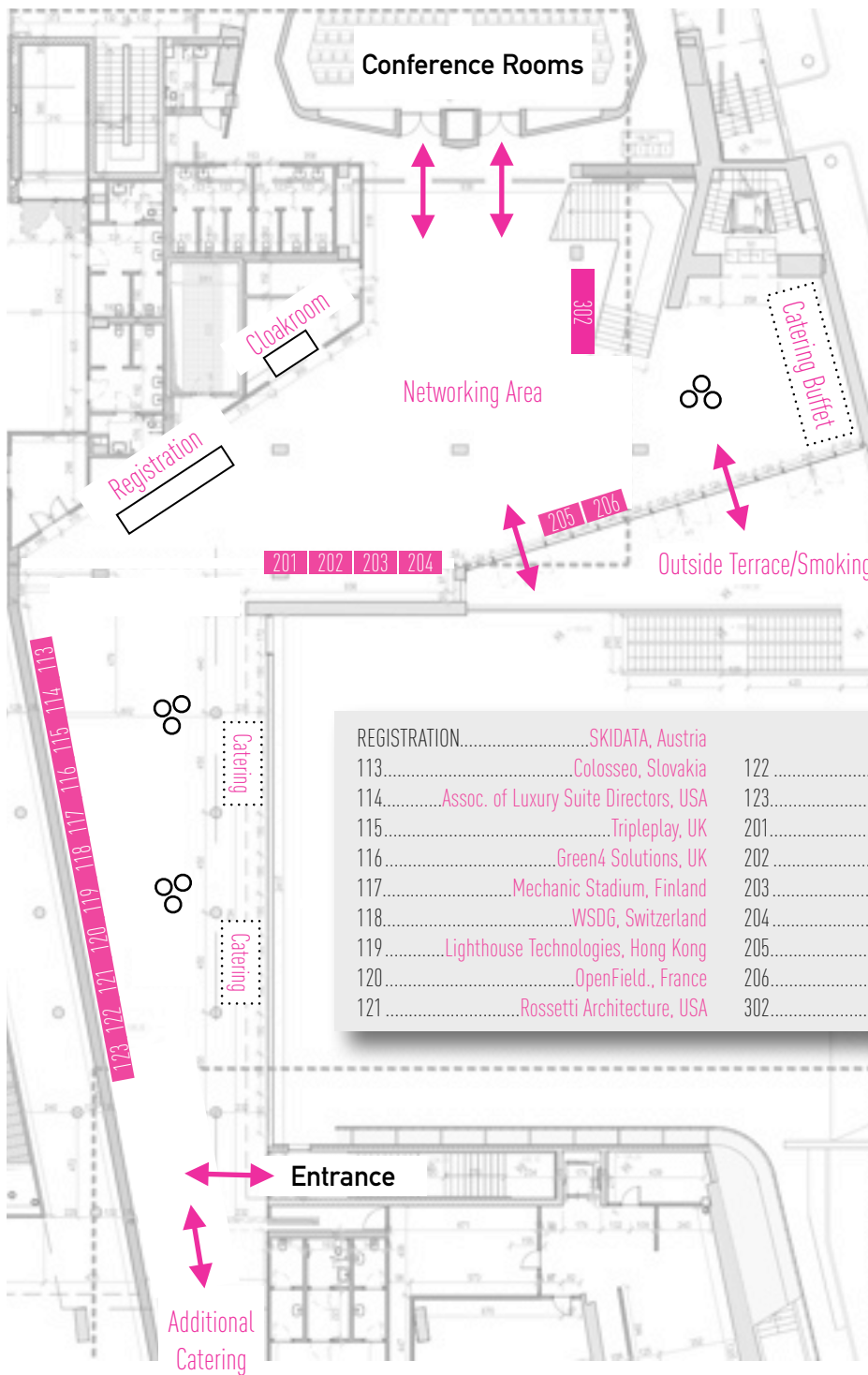


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115.....	Tripleplay, UK	202.....	SONY, UK
116.....	Green4 Solutions, UK	203.....	SPORT+MARKT, Germany
117.....	Mechanic Stadium, Finland	204.....	Barco LiveDots, Belgium
118.....	WSDG, Switzerland	205.....	The TESS Group, UK
119.....	Lighthouse Technologies, Hong Kong	206.....	ICUN Nuovi Stadi, Italy
120.....	OpenField., France	302.....	MANICA Architecture, USA
121.....	Rossetti Architecture, USA		

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



STADIUM SEATS

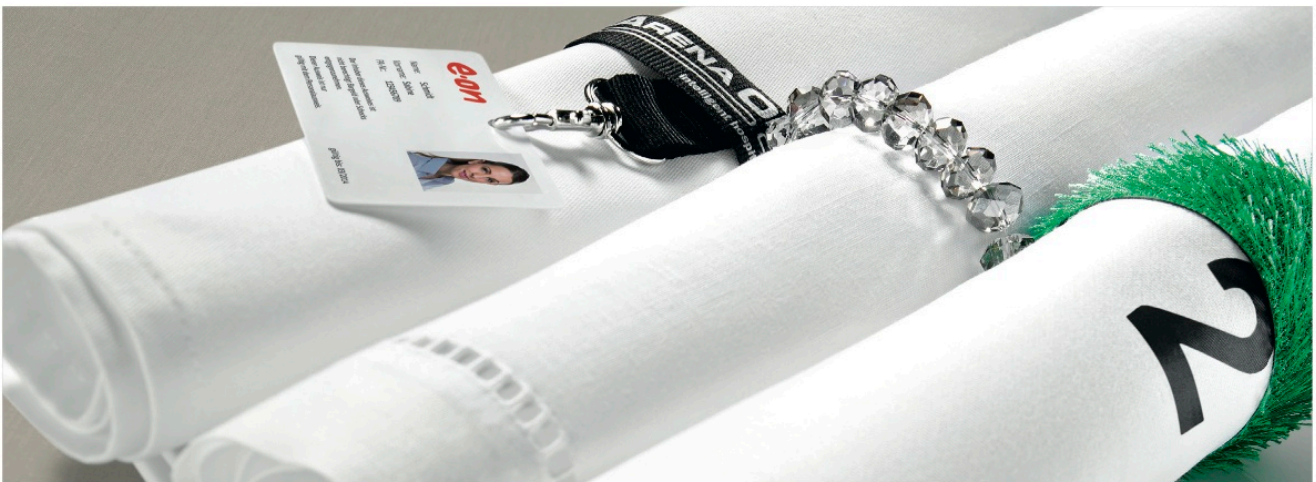
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Extricom is a manufacturer of 4th generation enterprise wireless LAN solutions, based on its Channel Blanket™ technology. Extricom solutions are used by customers in numerous industries worldwide, including a rapidly growing number of large entertainment venues. While adhering to the 802.11 standard, Extricom's patented topology provides wire-like reliability, high throughput, seamless mobility, and unparalleled noise immunity. In an era of intensive wireless usage, voice, data, video, and location services are delivered with an always-on, robust and mobile Wi-Fi connection, in any environment. Extricom serves its growing global customer base through offices in the USA, Europe and Japan, and by working with a global network of distributors and partners.



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SPEAKER PROFILES

PETER AYRES, DIRECTOR, AECOM, UK

Peter is Building Engineering Sector Head for Sport for AECOM, a leading global provider of professional technical and management services. He is part of a multi-disciplinary team working across a full range of sports infrastructure capabilities from master planning and economic assessments through to detailed design and project delivery. He has over 20 years' experience in the design of major sports, entertainment and cultural facilities, including projects in Europe, Russia and the CIS, the Middle East and South America. Peter is AECOM's project director for the design of Spartak Moscow's new stadium, which formed part of Russia's successful bid for the 2018 FIFA World Cup.



2010, he undertook the office of General Manager. He is a member of the "Competition Committee" and the "Marketing Committee" of the EPFL, the European Professional Football Leagues Association.

CHRISTOPHER BLÜMLEIN, CFO, FSV MAINZ 05 / COFACE ARENA, GERMANY

Christopher Blümlein is Chief Financial Officer at FSV Mainz 05 (of Germany's Bundesliga) and the Coface Arena (the club's 34,000 capacity home stadium, which opened in 2011). 32 year-old Christopher joined FSV Mainz 05 after graduating from a Sports Management degree in 2004, initially as assistant to the CEO. Since then he has served the club in a number of capacities, including Head of Controlling and Head of Stadium Planning, before being promoted to his current role as CFO in November 2010.



NICK BECKER, HEAD OF EVENT PRODUCTION, MANCHESTER CITY FC, UK

Nick has worked in live events for over fifteen years, hailing from a country best known for rugby players and sheep, his career began in the music industry in New Zealand and then in 2003 migrated into consumer brands, music venues and football clubs in the UK. Before starting his current job as Head of Event Production at Manchester City Football Club, Nick worked for the mobile operator O2 in their event and sponsorship teams, with Arsenal FC, England Rugby, The O2 and the O2 Academy venues.



DAVE BOYLE, INDEPENDENT CONSULTANT AND ADVISOR, UK

Dave Boyle is a consultant and writer based in the UK with over a decade of experience working with and for football fans. He was at Supporters Direct from its inception in 2000 until 2011, the last three as Chief Executive, helping form trusts at over 75 clubs, and was formerly vice-chair of the Football Supporters' Federation, a committee member of Football Supporters Europe. He recently advised Liverpool FC on the creation of their supporters' committee, and wrote the club charter for his club, AFC Wimbledon. He recently assisted fans in MLS in forming their Independent Supporters Council, and is assisting investors looking to bring a new soccer team to Milwaukee. He writes and lectures on sport governance, economics and finance.



RAY BEDNAR, PRESIDENT, HYPERION MARKETING - A MARK ROCKEFELLER CO., USA

Ray Bednar is considered one of the world's true experts in evaluating sponsorships. As SVP and Global Sponsorships Executive at Bank of America, Bednar specialized in understanding exactly what corporations, i.e., the buyers, do to evaluate sponsorship in light of their specific business goals. At Bank of America, Bednar managed sponsorships with MLB, NASCAR, NFL, US Olympic Team, the Chicago Marathon and others. Before his work at BOA, Bednar was CEO for PRISM North and South America, a global agency focused on sponsorship and event strategy and activation.



MARK BRADLEY, FOUNDER, THE FAN EXPERIENCE COMPANY, UK

An author and expert in service excellence & customer service and an agent for change in the football industry, Mark's USP is an ability to use the 'real customer experience' to expose organizational weaknesses, highlight opportunities, entertain and inform but, most significantly, as a wake-up call for industry. The Football League has credited The Fan Experience Company with increasing family attendance at fixtures by over 12% in the 4 years since they together established the Family Excellence Awards. Mark is now working with the SPL (Scottish Premier League), the FAI (Airtricity League) and The FA where his programmes are creating a catalyst for change and delivering real benefits. marketing process.



ALAIN BELSOEUR, DIRECTOR, LE HAVRE AC, FRANCE

Alain Belsœur has been CEO at Le Havre AC since 1990, having been appointed assistant secretary in 1972, then secretary general in 1978. Over the last thirteen years he has been a key player in the club's new stadium development; driving forward the project of building a new stadium to replace the current Stade Jules Deschaseaux. Belsœur is also member of the "High Authority of Football" of the French FA, and of the "Finance control committee" of the French Football League, and president of the French football administrators union.



STEVE BRICE, VICE PRESIDENT OF PREMIUM SEATING, AEG EUROPE, UK

Steve's expertise is in operational and people management with a strong commercial focus on delivery of customer service in the leisure, entertainment, event and sporting industries. Prior to his appointment to AEG in 2008, Steve managed the corporate hospitality, conference & banqueting transition for Arsenal Football Club from Highbury to Emirates Stadium; owning the sales strategy, sales team performance and development, with sales growth from £6.5m to £40m. Steve is currently responsible for the strategic overview of all commercial and operational activities for premium seating across the AEG European venues (relating to the catering operation, merchandise, hospitality sales, premium sales, customer services).



PAOLO BEDIN, DIRECTOR GENERAL, SERIE B, ITALY

Prior to joining Lega Calcio, Paolo Bedin was Managing Director of Vicenza Calcio, having previously served as marketing and communications manager for Vicenza Calcio (1994 to 2000 and 2004 to 2006), and Marketing Manager of AC Venezia (2000 to 2004). Bedin joined Lega Calcio in 2009 to pursue the separation process concerning the leagues and the birth of the Lega Nazionale Professionisti Serie B. In August



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

Arsenal is one of the leading clubs in world football with a strong heritage of success, progressive thinking and financial stability. Charles is responsible for leading the Premium Sales team selling the 7000 premium seats & corporate hospitality options on the Club Level at Emirates Stadium. Charles started his sports career at the age of 16 working on the ground crew for the Cincinnati Reds (MLB). He moved to the UK in 2004 to complete his BA in International Hospitality Management and has worked in varying capacities for several sporting organizations and international hotel chains including Chelsea Football Club and Millennium Hotels.



PAT COYLE, PRESIDENT, COYLE MEDIA, INC., USA

Pat Coyle is among a new breed of visionaries who are inventing new products and fan engagement strategies in digital media channels around sports. Coyle is Founder of Sports 2.0; creator of the Sports Fan Graph; and curator of the Social Sports Poll. Before founding his own firm, Coyle was the Executive Director of Digital Business at the Indianapolis Colts. Coyle Media's consulting clients come mainly from U.S. based sports like NBA, NFL, NHL, NCAA and NASCAR. In addition to consulting sports properties, Coyle also advises several technology-based start-up companies in sports & entertainment.



NEIL DONCASTER, CEO, SCOTTISH PREMIER LEAGUE, UK

A solicitor by training, Neil Doncaster's career in football began with providing legal advice in relation to Bristol City and Bolton Wanderers. In 1997 he joined Norwich City as Company Secretary and, at the age of 31, became Chief Executive. In his twelve years at City, the Club rebuilt its reputation with supporters, with season ticket numbers trebling over the period to 20,000 and the Club receiving a number of awards for community, development and innovation. While with Norwich, Neil was elected to the Board of the Football League and subsequently to that of the Football Association. In 2009 Neil left Norwich City to become the Chief Executive of the SPL.



BILL DORSEY, CHAIRMAN OF THE BOARD, ASSOCIATION OF LUXURY SUITE DIRECTORS (ALSD), USA

Bill Dorsey founded the ALSD in 1990. The Association now numbers nearly 1,000 member facilities and affiliates, is a clearinghouse of information for the US\$10 billion premium seat industry. The ALSD tracks suite usage, amenities, occupancy rates, lease deals, new and renovated venue design and construction and almost any other area that may affect the premium seat marketplace. In the past 20 years, Bill has been instrumental in starting up numerous businesses in the sports marketplace. His background has roots in publishing and sports, having been a sports writer for a major daily as well as an editor and publisher of several national start-up magazines.



MAREK DRABCZYK, COMMERCIAL DIRECTOR, LEGIA WARSAW FC, POLAND

After serving as project manager for the building and commercialisation of the new Legia Stadium (Pepsi Arena) between 2008 – 2011, Marek Drabczyk is now leading the sales and marketing team at the club, and achieving the most successful results in the areas of sponsorship and hospitality management in the Polish football business. 38 year old Marek was born in Warsaw, and is a graduate of the Warsaw School of Economics.



STUART DYKES, SLO CONSULTANT, SUPPORTERS DIRECT, GERMANY

Before joining Supporters Direct, Stuart Dykes worked professionally as a translator and interpreter, with clients throughout the football world, including FIFA, for whom he translated the Technical Report for the 2006 World Cup. He has been involved supporter-related issues at club and national level in Germany since 1992. Stuart bought his first season ticket at FC Schalke 04 in 1989 and is also a founder member of FC United of Manchester. Stuart served as a member of the admin group of Football Against Racism in Europe (FARE) from 2004 to 2009, during which time he helped to coordinate the anti-racism activities at the 2006 World Cup in Germany on behalf of FIFA. The expertise gained in this area led to him being appointed as a consultant on social responsibility issues to Schalke.



FEDERICO FANTINI, BOARD ADVISOR, FC UNIONE VENEZIA, ITALY

Federico has almost 20 years' experience in management, and marketing communications roles, with a particular focus on sports marketing. He is Founder & CEO at Creative Actions; an international marketing and sport management advisory firm, assisting leading businesses and brands in the sports, entertainment and lifestyle industry. Fantini also founded the Master in Sport Business Strategy course in cooperation with University of Venice, and is currently Director General of the Course. In 2009 he was appointed MD of Venice2020; in charge of the national bid to be the Italian Olympic Candidate for the XXXII Summer Olympic Games 2020.



PETER FILOPOULOS, GENERAL MGR - SALES & MARKETING, MELBOURNE STADIUMS, AUSTRALIA

An experienced senior sports and entertainment executive, Peter Filopoulos joined Melbourne Stadium Limited – operators of the Etihad Stadium – in June 2007, after previously serving in several senior management positions in the industry, including Marketing Director at North Melbourne Football Club, and CEO South Melbourne Soccer Club. In his present role, Peter is responsible for strategic planning, brand development, budgeting and P&L management, team leadership, marketing and development, and delivery of products and services at the multi-purpose, 56,000 capacity venue.



ALAN GALLAGHER, OPERATIONS MANAGER, CROKE PARK/GAA, IRELAND

Alan Gallagher joined Croke Park in June 2006 and his responsibilities include the development and management of all operation aspects of the Stadium. Sustainability is central to stadium operations and Croke Park became the first stadium in the world to achieve BS8901 the certification for sustainable event management. Alan serves on a number of committees within the Gaelic Athletic Association (GAA) and previously served as an officer in the Defence Forces and holds a Bachelor of Engineering Degree and an MBS from the Michael Smurfit Graduate Business School.



TOM GLICK, PRESIDENT & CEO, DERBY COUNTY FC, UK

Tom Glick joined Derby County in January 2008 as Chief Executive Officer. In his role, he manages all football, business and financial operations of the Club, Pride Park Stadium and its Moor Farm Training Ground & Academy. He is an elected member of The Football League's Board of Directors, is one of the eight members of the Professional Game Board, serves on The FA Council and The FA Cup Committee. Tom has twenty-three years of experience as a sports management



professional and has held executive positions at both the team and league levels.

ANDREW HAMPEL, CEO, INTERNATIONAL STADIA GROUP LLP, UK

Andrew Hampel is a highly experienced and respected senior executive in the field of sports marketing and in particular in the stadia and arena financing sector. Following 20 years at IMG, which culminated in becoming MD of IMG EMEA and a member of the global executive management board, Andrew established ISG in 2006 in partnership with Ian Todd and Robin Saunders. Andrew has led the expansion of ISG's business from the USA and the UK into new markets such as Turkey (the new Turk Telekom Arena, home of Galatasaray), Sweden (the Swedbank Arena) and Brazil (FIFA World Cup venues).



DR. PAUL HAWKINS, DIRECTOR OF SPORTS INNOVATION, SONY, UK

Dr. Paul Hawkins is the founder of Hawk-Eye Innovations Ltd – the technology used in tennis and cricket as an aid to the umpire and broadcast enhancement. Andre Agassi described Hawk-Eye as “the biggest thing to happen in tennis for 40 years”. Hawk-Eye was acquired by Sony in 2011, as part of a wider Sony strategy to be as synonymous with sport as it is with film, music and gaming. Paul is now playing a leading role in growing Sony's sports business and forming the strategy to achieve Sony's ambitions.



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

Guy Hedderwick has been Commercial Director of Dunedin Venues Management Ltd – the specialist venue management organisation that operates Forsyth Barr Stadium – since 2008. A wide-ranging role, Guy is responsible for overseeing: the VIP members sales team; marketing and communications team; event and conference sales team; event management team; sponsorship sales team; ticket & box office sales team; commercial contracts; major event acquisition team; and all catering and merchandise. A member of IAVM's stadium committee, Guy held several notable positions in the sector before joining Dunedin, including directorships at Octagon Sports, Knights FC and Otago United FC, New Zealand.



ROBB HEINEMAN, CEO, SPORTING CLUB, USA

Recognized as one of the most progressive, forward-thinking leaders in sports today, Robb Heineman is the CEO of Sporting Club, the parent organization of Sporting Kansas City, and one of the club's five principal owners. Heineman also serves as Managing Partner of Sporting Innovations, a technology company focused on innovation in sports and entertainment. After taking over as the organization's CEO in 2006, Heineman worked with several local municipalities around the Kansas City metropolitan area to get a soccer-specific stadium built for Sporting Kansas City. Heineman has been instrumental in creating partnerships with worldwide leaders in a wide range of sectors. The spring of 2011 saw Sporting Club announce historical partnerships with the likes of LIVESTRONG, Cisco and Google, enabling LIVESTRONG Sporting Park to serve as a living lab for sports and entertainment technology.



Heineman has been at the forefront of the creation of Sporting Club's groundbreaking membership model, a revolutionary concept that has changed the way fans interact with professional sports organizations in this country. Known for his openness and accessibility to fans, Heineman has put a special emphasis on the power of social media, frequently making use of his Twitter handle – @RobbHeineman – to communicate with the club's supporters.

In recognition of Heineman's work with Sporting Club, he was named in *Sports Business Journal* prestigious 'Forty under 40' list for 2012.

DR. ALLEN HERSHKOWITZ, CO-FOUNDER, GREEN SPORTS ALLIANCE, USA

Dr. Allen Hershkowitz is a Senior Scientist at the Natural Resources Defense Council and a leader in the movement to make environmental responsibility understandable and achievable for every individual and institution – an accomplishment that earned him the name “The Godfather of Greening” by *Yoga + Joyful Living Magazine* in 2009. Dr. Hershkowitz joined NRDC's senior staff in 1988, and has been the force behind some of the organization's most effective and visible initiatives. Through the years, he has championed systemic change on critical issues ranging from sustainable development and recycling to forestry, paper industry impacts, mountaintop coal mining, waste incineration, and medical wastes.



TERY HOWARD, CHIEF TECHNOLOGY OFFICER, MIAMI DOLPHINS, USA

Tery Howard is entering her 13th season with the Miami Dolphins and Sun Life Stadium as Senior Vice President and Chief Information Officer; responsible for managing and directing the technology initiatives and strategic direction of business operations at the Miami Dolphins and Sun Life Stadium. Her primary focus includes infrastructure, telecommunications, business systems and broadcast media, converging the technologies and services to position Sun Life Stadium and the Miami Dolphins at the forefront of the industry. Howard was recognized by *Sports Business Journal* in 2011 as a *Game Changer in Sports* for her innovation and impact to the sports industry.



JULIAN JENKINS, HEAD OF INTERNATIONAL DEVELOPMENT, CARDIFF CITY FC, UK

Julian Jenkins has amassed over 10 years' experience in the football industry, carving out a highly successful career in a variety of off-the-field roles. Julian joined Cardiff City Football Club in 2001 as Head of Media & Communications, later returning to the club as Head of Customer Services & Ticketing. Now Head of International Development, Jenkins has since won a number of awards nationally, with international recognition for innovation and excellence in his field.



MARIE LINDQVIST, COMMUNICATIONS MANAGER, STOCKHOLM GLOBE ARENAS, SWEDEN

Marie Lindqvist has an extensive background in sales and marketing in the entertainment and tourism industry. Since 2008 Marie works for AEG (Anschutz Entertainment Group) at Stockholm Globe Arenas where she oversees all the branding and marketing initiatives for the five arenas in the Globe District. That includes Hovet, Söderstadion, Annexet, Ericsson Globe and the new multipurpose arena with 30 000 seats – Stockholmsarenan. Other areas of responsibility includes managing the ticket sales, ticket operations, concessions, merchandise, press/PR, digital and community relations.



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

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



DAVID MANICA, PRESIDENT, MANICA ARCHITECTURE, USA

David Manica has forged a vision for some of the world's highest-profile stadium, arena and convention projects. Prior to establishing his own design studio in 2007, David worked for thirteen years as a Senior Project Designer and Managing Director of Design at HOK Sport (now Populous); responsible for leading the design of over \$5 billion construction on some most recognized facilities in the world. As President of MANICA Architecture, his recent projects include the concept design for the new Inter Milan Stadium (Milan, Italy), the Guangzhou International Arena (Guangzhou, China) and the new AEG operated Mercedes-Benz Arena (Shanghai, China).



CAROLINE McEENEY, HEAD OF HOSPITALITY SALES, MANCHESTER UNITED FC, UK

Caroline McEneeny is responsible for the sell-out of the stadium in all Executive Club seasonal facilities and Matchday VIP Hospitality. Caroline joined the MUFC in October 2008 and has introduced a proactive culture to the sales function; recruited a strong, effective sales team encouraging them to source new business opportunities and has introduced new, innovative routes to market. This, in addition to the delivery of targeted marketing campaigns, has helped to sell out all seasonal inventory for season 2011/12 for the first time since the 2006 expansion at Old Trafford.



KEITH MCINTOSH, HEALTH, SAFETY & ENVIRONMENTAL MANAGER, MANCHESTER UNITED FC, UK

Keith has been actively involved over the last 10 years in helping the Manchester United Environmental Management Action Group to gain recognition in the Carbon Reduction Commitment, Certification to the ISO 14001 Environmental Management Standard and Certification to the Carbon Trust Standard and he is also guiding the Old Trafford Venue Management Team to gain certification to the new ISO 20121 Sustainable Events Management Standard by July 2012.



PETER McKENNA, STADIUM & COMMERCIAL DIRECTOR, GAELIC ATHLETIC ASSOCIATION/ CROKE PARK, IRELAND

Peter McKenna is the Commercial & Stadium Director of Croke Park – Europe's fourth largest stadium, and home to Ireland's unique national games of Hurling and Gaelic Football. Prior to joining Croke Park in 2001, Peter held the position of Chief Executive of Smurfit Publications, Smurfit Publishing and Design and iVenus.com.

He is a former director of the International Electronic Publishing Research Council (IEPRC) and former director of the Periodical Publishers Association (UK). In addition to his work with the GAA, Peter is Chairman and Director of the Dublin Institute of Technology SU Trading company and Fire Station Artists Studio.



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

Dr. Bernie Mullin is Chairman and CEO of The Aspire Group, a leading global management and marketing consulting business that partners with its clients to produce winning brands, revenue enhancement and strong sales and service cultures. The Aspire Group has clients located in seven countries located on four continents representing best-in-class leagues, teams and brands.



An internationally-acclaimed management and marketing consultant and speaker, who literally 'wrote the book' on "Sport Marketing", Bernie has over 30 years of experience as a chief executive or senior director in iconic and highly visible sport and entertainment organizations.

GUY NGATA, GENERAL MANAGER, MERCEDES-BENZ ARENA, CHINA

New Zealander Guy Ngata, 37, is the General Manager of the Mercedes-Benz Arena. His track record in staging major events has ranged from concerts by many of the world's leading concert artists to international basketball, boxing, netball, Rugby Union Matches, stage shows, music awards and other major gala events. He now brings this vast experience to the Mercedes-Benz Arena, with a commitment to establish the venue as China and the world's premier performance stage.



IAN NUTTALL, FOUNDER, XPERIOLOGY (THE STADIUM BUSINESS), UK

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



MARTIN PERRY, CEO, THE COMMUNITY STADIUM & EXECUTIVE DIRECTOR, BRIGHTON & HOVE ALBION FC, UK

Martin Perry is Executive Director of Brighton & Hove Albion Football Club and Chief Executive of The Community Stadium Ltd, the company responsible for the design and building of the American Express Community Stadium. Part of the original consortium that purchased the Club in 1997, Martin became Chief Executive in 1999, a position he held until 2012.

Martin led the team through a ten year battle to gain planning permission for the new Stadium and had overall responsibility for the construction of the £100 million development. Work commenced in 1998 and the Stadium was opened in July 2011; on time and within budget.



SEFTON PERRY, FOOTBALL LICENSING UNIT/HEAD OF SLO PROJECT, UEFA

Sefton Perry joined UEFA full-time after completing his MBA in Football Industries and after a successful business career in the UK and Switzerland working latterly on cross border M&A projects in Zurich. He is an economics graduate and UK chartered accountant and has years of experience visiting over 200 stadiums in various parts of Europe and further afield as a football supporter. For the last six years Sefton has been based in Nyon Switzerland, working within the UEFA Club Licensing and Financial Fair Play unit. He focuses primarily on strategy and development, creating and authoring the first Europe-wide benchmarking analyses of club football "The European footballing landscape."



BRYANT PFEIFFER, VICE PRESIDENT, CLUB SERVICES, MAJOR LEAGUE SOCCER, USA

Bryant Pfeiffer is widely respected as a leading executive in the field of sports marketing with 18 years of experience at both the League and Team level. In his role as Vice President, Club Services, for Major League Soccer, he provides business consulting services for the nineteen MLS clubs across the United States and Canada. He works closely with League executives, Club Presidents



and other senior management personnel to analyze key areas of the business operations of MLS Clubs, think strategically, tactically and develop comprehensive plans to grow each Club's business with an emphasis in sales and marketing.

COLIN POVEY, CHIEF EXECUTIVE, WARWICKSHIRE COUNTY CRICKET CLUB/EDGBASTON, UK

Colin Povey joined WCCC in 2006, and has led the team that has created the plans and raised the funds to transform Edgbaston into one of the world's leading cricket stadiums. He has also recently been appointed to the England & Wales Cricket Board Executive Committee.

Before joining Warwickshire CCC, Povey has gained significant top level experience following his appointment in non-executive roles for Northampton Saints plc, Fast Forward (a clothing and merchandising business), Northampton Partnership (a public sector organisation that delivers infrastructure projects and inward investment) and 2 Excel Aviation (as Chairman).



MIKE QUARINO, VICE PRESIDENT TICKET SALES & FAN SERVICES, PHILADELPHIA UNION, USA

Having been with the club since its inception (2010), Mike Quarino has led Philadelphia Union's ticketing department to three consecutive top 5 finishes in total season ticket sales (2010-2012) within MLS and was the driving force in implementing the club's unique and innovative Loyalty Rewards Program.

Under Mike's direction, the Union received MLS's Commissioner's Club Award in 2010, and President's Club Award in 2011 for Full Season Ticket Sales. Prior to joining the Philadelphia Union in 2008, Quarino was part of the New York Red Bulls (formerly the MetroStars) where he worked his way up from entry level ticket sales to becoming the club's Senior Manager of Ticket Programs.



BILL RHODA, PRESIDENT, CSL INTERNATIONAL AND EVP BUSINESS DEVELOPMENT, LEGENDS SALES & MARKETING, USA

Based in Legends' Dallas office, Bill Rhoda is the President of CSL International as well as the EVP Business Development for Legends Sales & Marketing. Mr. Rhoda's experience in the marketing industry includes managing assignments focusing on all primary marketing and financial issues on more than 450 previous projects over the past 20 years. Mr. Rhoda's experience over the past decade includes leading all sports consulting efforts on behalf of CSL International with a staff of 18 professionals in Dallas and Minneapolis. Mr. Rhoda was honoured in 2010 as a recipient of Sports Business Journal's "Forty Under 40."



KEVIN ROBERTS, EDITORIAL DIRECTOR, SPORT BUSINESS GROUP, UK

Kevin Roberts was the launch editor of Sport Business International in 1996. Since then he has overseen the development of the monthly magazine and Sportbusiness.com, the world's leading on-line source of information about the business of sport. Roberts was previously a director of Plus Public Relations Ltd and cut his teeth in the business of sport in the early 1990s.

As deputy director for communications at CPMA group, he was responsible for the company's communications at the 1991 Rugby World Cup, and the World Student Games among other projects. A regular media spokesman on sport business issues, he combines his work with SportBusiness Group with a wide-ranging communications consultancy in sport.



MATT ROSSETTI, PRINCIPAL, ROSSETTI, USA

As President of the architectural design firm, ROSSETTI, Matt leads the company's framework for innovative thinking and has been consistently responsible for designs that add value to his clients: aesthetically, functionally and, most importantly, by achieving their business goals. Under Matt's leadership, the 40 year-old-firm has grown into an internationally-recognized sports and entertainment architectural design firm. Matt's passion for sports has generated some of the most innovative design solutions in sports and entertainment. His expertise spans almost every sport including football, tennis, basketball, American soccer and football and ice hockey.



RAJ SAHA, REGIONAL DIRECTOR OF OPERATIONS, AEG FACILITIES, USA

Raj Saha provides expertise in building services, event operations, guest services, security and building design across all of AEG Facilities' properties in Europe. After started his career at the Jacob K. Javits Convention Center in New York, Saha moved to Madison Square Garden, before joining AEG as Director of Guest and Event Services at Toyota Park, then Director of Event Services in Newark, NJ. In his current role, Raj has been instrumental in conducting successful building openings in 2003 (Rentschler Field), 2006 (Toyota Park), 2007 (Prudential Center), 2008 (O2 World Berlin), 2011 (Turk Telekom Arena), and 2012 (Ulker Sports Arena).



ANDREA SARTORI, PARTNER, KPMG SPORTS ADVISORY, HUNGARY

Andrea Sartori has 17+ years consulting experience with KPMG. During his career he has taken part in over 125 sport related real estate development engagements in fields of football, golf, rugby, motorsports and winter sport in over 25 countries. Andrea is also the Head of KPMG Real Estate, Leisure and Tourism Practices in Central and Eastern Europe. Football stadia related assignments led by Andrea include two UEFA EURO bids on behalf of the Hungarian Football Association, and the feasibility studies for new football stadia for Hearts FC, Edinburgh and the redevelopment of the national stadium in Tirana, Albania.



LUKE SOLOMONSON, PRINCIPAL, MATCHDAY INTELLIGENCE, SPAIN

Luke Solomonson is the founder and principal of Matchday Intelligence a research consultancy dedicated to supporting sports organizations in developing and implementing innovative commercial strategy. Mdl's mission is to work with clients to maximize the return on their commercial activity and develop and grow sustainable business models. Luke launched Matchday Intelligence in June 2011 after four years working in McKinsey & Company's media and entertainment practice. While at McKinsey, Luke worked at the top level of professional sport helping clients make crucial strategic decisions on a range of commercial projects.



DR. STEPHAN THEWALT, CEO ARENA ONE GMBH / ALLIANZ ARENA, GERMANY

Dr. Stephan Thewalt is responsible for Arena One's Finance and Controlling, Human Resources, Law and Business Development divisions. Dr. Thewalt has been involved in the built-up of Arena One since its foundation: from 2003 initially as a lawyer in the acquisition of the catering contract of the Allianz Arena in Munich, from 2004 to 2005 as a Deputy Managing Director during the startup phase and finally in 2006 during the merger of Arena One and Haberl Gastronomie GmbH & Co. KG. Since 2007 Dr. Thewalt has been a Member of the Management Board



of the expanding Munich company with 460 permanent staff and roughly 2,000 freelancers.

GERRY TOMS, GENERAL MANAGER, MILLENNIUM STADIUM, UK

Gerry Toms was appointed to the post of Millennium Stadium General Manager in December 2006. Prior to becoming General Manager, Toms had served as the Millennium Stadium's Safety & Operations Manager since Autumn 2005 and had acted for several years in an advisory capacity to the Millennium Stadium on an event by event basis before taking up that appointment.

Gerry Toms is a former Chief Superintendent of South Wales Police and Commander of the Cardiff Division.



MICHELE UVA, DIRECTOR OF DEVELOPMENT, FIGC, ITALY

The Chief Development Officer of the Italian Football Association (FIGC) Michele Uva is a Member of UEFA's Stadium panel, and was CEO for Italy's bid for Euro 2016 in 2010. Prior to joining the FIGC, Uva served as CEO for Parma Football Club (1996-2001) and SS Lazio Rome (2001-2003), as well as Virtus Rome; one of the leading Professional Basketball Teams in Italy and Europe (2006-2008). An expert in the definition of the right model and business plan for sporting organizations, Uva is also an experienced lecturer for several Universities in Italy, and for FIFA.



MARIA WALSH, HEAD OF STADIUM ADVISORY, SPORT+MARKT, GERMANY

Born in Wrocław, Poland, Maria Walsh's expertise on stadia goes along with her focus on business development in Poland and Eastern Europe. Alongside her work with key international clients of SPORT+MARKT, Walsh represents the company at various exhibitions and trade fairs, as well as client workshops and seminars. The 34-year-old has been with SPORT+MARKT since 2001, when she joined the company for her internship following her Master of Sport and Sport Science in Heidelberg, Germany. In her role as product manager Stadia Consultancy, she was responsible for the conception and completion of the first global stadia operators' survey.



FRANK WASSERMANN, CEO ARENA ONE GMBH / ALLIANZ ARENA, GERMANY

A renowned hospitality expert with long-standing experience in the organization and delivery of major sporting events and corporate functions, Frank Wassermann has been CEO at Arena One GmbH since 2008. After completing his training at the Europäische Hof in Heidelberg, Frank gained national and international experience in the catering sector within a number of blue-chip hospitality providers, including Hilton International Munich, Steigenberger Airport Frankfurt, Haberl France and Haberl Gastronomie GmbH & Co. KG in Munich. From 2006 he was responsible for Otto Koch hospitality consulting GmbH as Managing Partner and worked as a consultant for Arena One GmbH before becoming a Member of the Management Board in August 2008.



ANDREW WILLIAMS, FOUNDER, ALIGN2, UK

Andrew Williams has been involved in the creation of sports facilities for almost and until recently was MD of Franklin + Andrews – a 500 strong cost engineering consultancy which was part of the multinational Mott MacDonald group. In that role he established their credentials as a UK market leader in their discipline for sports/leisure projects and created the specialist brand of



Franklin Sports Business. Together with a colleague, Andrew has now formed Align2. This company provides advice to sports/leisure organizations seeking to optimize their facilities through new building, renovation/refurbishment or operational change.

BEN WRIGLEY, VP OF PROJECT DEVELOPMENT, LEGENDS SALES & MARKETING, USA

Ben Wrigley has more than 17 years' major league (NFL, NHL, NBA and MLB), minor league and collegiate sports marketing and consulting experience focused on naming rights, sponsorship, premium seating, seat licenses and season ticket sales for new or renovated sports venues. Mr. Wrigley has extensive management experience and has been involved in sales and marketing programs for more than 10 new sports facilities. In 2008 – '09, Mr. Wrigley spent 15 months on-site directing the premium seating sales and marketing efforts for the New York Yankees at the new Yankee Stadium. The project generated more than \$700 million in term revenue.



MARK WYLLIE, CEO, FLAGSHIP SOLUTIONS GROUP, USA

As CEO, Mark Wyllie brings more than 25 years of senior management experience to Flagship Solutions Group. In his current capacity, he is responsible for the day-to-day management and implementation of the strategic and tactical direction of Flagship Solutions as well as the integration of services capabilities into responsive customer solutions. Included in his extensive background are key management roles with some of USA's most recognized computer and data management firms including Burroughs and NCR. A certified TOGAF Architect, Mark holds IBM Certifications as an IBM Cloud Computing Architect, IBM e-business Solution Advisor, IBM Disaster Recovery Top Gun, IBM Power Specialist, and Blade and Storage Certifications, and is a Citrix Certified Sales Professional (CCSP).



LEE ZEIDMAN*, SVP & GENERAL MANGER, STAPLES CENTER, NOKIA THEATRE L.A. LIVE, AND L.A. LIVE, USA

There are few events that take place in arenas, theatres or other venues that Lee Zeidman has not been involved with during his career. In his present role, Zeidman currently oversees the venues' event operations, production, including guest services, booking, box office, event security, event staffing, guest relations, facility presentation, marketing and communications, hospitality and food and beverage services. Along with his hard working team of employees Zeidman also supervises STAPLES Center's overall day-to-day support for its tenants, clients and partners including the Los Angeles Kings, Los Angeles Lakers, Los Angeles Clippers and Los Angeles Sparks franchises.



* Invited. Programme correct at 9 May 2012. Subject to change. E&OE

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