



THE STADIUM BUSINESS DESIGN & DEVELOPMENT SUMMIT 10-11 OCTOBER 2013, NICE, FRANCE

DELIVERING THE NEXT GENERATION OF STADIUMS, ARENAS & SPORTS CITIES

CONFERENCE PROGRAMME
& EVENT GUIDE

MANICA





**THE STADIUM BUSINESS
DESIGN & DEVELOPMENT SUMMIT**



Thank you for joining us in Nice.

Combining a high-level conference, mini-expo and networking events, *TheStadiumBusiness Design & Development Summit 2013* brings together a global gathering of business professionals who are delivering the next generation of stadiums, arenas and sports infrastructure.

Our meeting is a unique event in Europe – aimed at all professionals involved in the design, construction, refurbishment and management of major sports venues. Lessons from a range of projects from around the globe will be shared – and, at the same time, previews of future projects will be showcased.

Our thanks to all our speakers for their expert input, to our partners and sponsors for their support and finally – above all – our thanks to YOU for joining us. We welcome your questions and contributions to the debates – and encourage you to “spread the word” via Twitter.

We wish you a great ‘visitor experience’ at *TheStadiumBusiness Design & Development Summit 2013* – and if there’s anything we can do to assist, please let us know.

Ian Nuttall
& *TheStadiumBusiness* team at Xperiology

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



FOR YOUR DIARY!

TheStadiumBusiness Summit – now the industry’s largest meeting of stadium owners, operators and businesses – is in Wembley, London, from 3-4-5 June 2014.
www.stadiumbusinesssummit.com



THE STADIUM BUSINESS SUMMIT

DON'T FORGET TO NOMINATE
Now in their fifth year, nominations for *TheStadiumBusiness Awards 2014* open in December. Full details at www.stadiumbusinessawards.com



THE STADIUM BUSINESS AWARDS



Join the #FutureStadiums discussion @stadiumbusiness

Thursday 10th October

08:00 Coach transfer from Holiday Inn to Allianz Riviera Stadium

08:30 Registration and Welcome Coffee

09:00 Welcome to *TheStadiumBusiness Design & Development Summit 2013*

- Ian Nuttall, Founder, **TheStadiumBusiness, UK**

Welcome to Allianz Riviera Stadium

- Xavier Lortat-Jacob, CEO, **Allianz Riviera Stadium, FRANCE**

Session 1: New Construction Experiences

09:30 **Redesign of VTB Arena Park: Optimising for Legacy**

After the decision not to host the FIFA 2018 World Cup™ at the VTB Arena Park in Moscow, the project undertook a dramatic redesign that reduced capacity and total building area. The result is a project that operates significantly better for the long term, at nearly half the original construction cost. How were the cost-savings made?

- David Manica, President, **MANICA Architecture, USA**

09:50 **21st Century Makeover: Lessons from Beira-Rio Stadium**

Deciding to refurbish rather than build new is a difficult choice. In Brazil many of the stadiums date back to the late 1960s and are technically redundant by today's standards. However, it's not easy to remove these cathedrals of sport which hold the memories and history of Brazil's passionate fans. In Porto Alegre, the makeover of a 37-year-old stadium is nearing completion. The project began in April 2007 with the radical design incorporating the first PTFE roof proposed in South America. This brought its own challenges as did the matching of the 'old and the new' with a state-of-the-art roof, cantilevered VIP boxes, all fitted to an existing concrete structure almost four decades older.

- Fernando Balvedi, Director, **Hype Studio, BRAZIL**

10:10 **Urban Renewal in Asia: Why Incheon Soccer Stadium is a Community Success Story**

Sports anchored, mixed-use developments are often discussed but difficult to complete. The speaker will discuss how integrating the culture and needs of the city of Incheon brought to life this 22-acre urban renewal project that includes a 20,000-seat soccer stadium, mixed commercial uses, public spaces and transit oriented development.

- Matt Rossetti, President, **ROSSETTI, USA**

10:30 Discussion and Morning Coffee

Guest Speaker: The Future of Construction

11:00 **The Materials Revolution**

With a plethora of new materials to choose from it is vital to stay up to date with technologies and developments. Our guest speaker will introduce delegates to cutting-edge materials and construction technologies, and discuss solutions which will increase profits, decrease construction time and minimise environmental impact.

- Dr. Sascha Peters, CEO, **Haute Innovation, GERMANY**



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Session 2: Procurement & Delivery Challenges

11.25 **World Cup Challenges: An Update from Brazil**

As technical consultant overseeing all FIFA World Cup 2014™ stadia, with a remit to ensure the design is aligned with the FIFA event concept, our speaker will discuss how he worked with the architects to modify their plans to lead to better legacy use in terms of operation, comfort, safety and potential revenue leverage.

- **Dr. Arq. Carlos de la Corte, Consultant, 2014 FIFA World Cup™ Organising Committee, BRAZIL**

11.50 **AV/ IT and Security Procurement: Securing your Stadium**

Developing a totally integrated security system tailored to specialised applications is a huge challenge in stadium builds and driving strategic plans that incorporate the latest technological developments require strong leadership. Our speaker will reveal expert insights into security project design and management.

- **Charles Tomas, Principal, ctg Security Matrix, AUSTRALIA**

12.15 **London 2012: Building on an Olympic Success**

What can organisations take away from the success of London 2012? This insightful snapshot will provide the inside track from project conception to delivery of the event, with a focus on how to integrate operational requirements into stadium design and delivery.

- **James Bulley, Chief Executive, Trivandi (and former Director of Venues, LOCOG), UK**

Thought Leader

12.40 **Solutions for the Connected Stadium Business**

Delivering customer-centric fan engagement over WiFi is now a key stadium business objective. Consequently, WiFi design should be part of the build and architectural planning from the outset. Drawing on a case study based around a competitive RFP for the new Miami Marlins ballpark, the speaker will explore the benefits of designing-in WiFi at the start of any stadium, arena or sports venue project.

- **Dominic Jordan, Managing Director, Jordan Sports Partnerships, UK**

13:00 Lunch

Sponsored by **MERU Networks**

Session 3: Innovations Showcase

14.30 **New Ideas to Build the Business**

The construction and delivery of stadiums, arenas and sports facilities increasingly relies on technological and service innovation to ensure on-time and under budget delivery. This session features a selection of the latest product and service innovations for the stadium sector. Based on the popular *pecha-kucha* format, each speaker has just 20 slides for 20 seconds (i.e. under seven minutes!) each to present their innovations.

- **Presenters will be announced on the day**

The Operator's Perspective

15.30 **10 Point Checklist for your Next Project**

It can take a while to adjust to surroundings – no more so than when a stadium manager takes charge of a new building. But after nearly 10 years of operating a stadium originally designed for a FIFA World Cup, this leading venue operator really understands how architecture, guests and activity interact in the business of the stadium. Flexibility is the key to long-term stadium success – but there are always a growing myriad of rules, regulations and ever more compliance legislation that can curtail operational concepts. Learn 10 things a stadium manager should ask an architect to consider before designing a stadium.

- **Patrik Meyer, General Manager, Commerzbank Arena, GERMANY**

16:00 Afternoon Coffee

Session 4: Stadium Refurbishment and Renovation

16.30 Converting the Mercedes-Benz Arena: Drivers and Challenges

In 2008 the city of Stuttgart decided to convert its stadium into a football only stadium by the removal of a running track. The pitch was lowered, two new stands were built at the short ends, the membrane roof extended with an inner ring, and the other stands extended closer to the pitch. Works were completed in the middle of 2011. Our speaker will explain how the project to convert the stadium was managed from concept to completion.

- Cem Arat, Director, 'asp' Architekten Stuttgart, GERMANY

16.50 Renovate vs. New Build: The Maracanã Experience

The drivers for refurbishing, renovating or building new are many and complex. In this presentation our speaker will tell the tale of how and why they decided their course of action... and whether or not it turned out to be the right way for one of the greatest stadiums in the world.

- Daniel Hopf Fernandes, President, Fernandes Arquitetos Associados, BRAZIL

Pre-Tour Session: Allianz Riviera Stadium

17.10 Project Briefing on Europe's Newest Stadium

Prior to our exclusive 'access all areas' stadium tour, representatives of the project team will share their project experiences in delivering this new eco-stadium, along with some of the project challenges they overcame and the key elements of the build.

- Nicolas Dufournier, Manager - Stadium Business, VINCI Concessions, FRANCE

STADIUM TOUR

17.45 'Behind The Scenes' at Allianz Riviera Stadium

We will be going 'behind the scenes' at the Allianz Riviera – OGC Nice's new, world-class 35,000-seat stadium. Located in the heart of the Var Eco Valley (an urban and regional development programme declared a project of national interest), the stadium is one of the pillars of the urban development programme for Nice, and the surrounding metropolitan area, and will serve as a host venue for the UEFA EURO 2016 Finals.



19.30 Networking Reception

20.30 Close of Day One / Coach transfer to Holiday Inn



Friday 11th October

08:30 Coach departs Holiday Inn

09:15 Conference Opens

Opening Keynote

09:30 **Delivering Qatar 2022: A Mega-Project in Progress**

What are the key barriers to creating the required infrastructure over the next decade, what needs to be built, and who will be involved in the process? Our expert speaker will provide an overview of the new venues and the existing stadia to be upgraded, FIFA's guidelines for the host nation, and the expected delivery schedule for the development of the stadia.

- **Dario Cadavid, Technical Assurance & Integration Snr Manager, Qatar 2022 Supreme Committee, QATAR**

Session 5: The Panel Debate

10:00 **The Master Plan: Planning, Finance and Real Estate**

Once seen in isolation, the stadium has become an essential element – in fact, often the primary, initiating project – in mixed-use property schemes and urban regeneration programmes. As a result, consideration of the stadium's role in the wider urban context should be at the forefront of new stadium schemes. But how best to achieve this? Your panellists include:

- **James Bulley, Chief Executive, Trivandi, UK**
- **Jean-Francois Caux, Project Director (Grande Stade), CODAH, FRANCE**
- **Richard Arnold, Director, Wrenbridge, UK**
- **Stephen Jepson, Director, Deloitte Real Estate, UK**

10:45 Morning Coffee

Guest Speaker

11:15 **Digital Stadiums for Digital Natives: What Next?**

Our speaker will reveal where technology and IT are heading in the next three to five years and how they need to be incorporated into stadium design to generate new revenue streams.

- **Scott Brown, SVP Strategy and Digital Platforms, The Nielsen Company, USA**

Session 6: The Sustainability Session

11:40 **London 2012 Velodrome: Sustainability in Review**

The Velodrome is set to become the most sustainable venue on London's Olympic Park. Our speaker will reveal the design process that led to the Velodrome as it is today and the key design decisions.

- **Mike Taylor, Senior Partner, Hopkins Architects, UK**

Design Refresher

12:10 **Safety First: Help is at Hand!**

Navigating the plethora of building standards and codes – in particular those relating to safety and security – is a key challenge in modern stadium design. But navigation assistance is at hand when it comes to selecting safe, secure and reliable entrance (and egress) solutions for sports facility projects.

- **Steve Dickinson, Head of International Sales, Novoferm Group, GERMANY**

12:30 Lunch

Sponsored by **Novoferm Group**

Session 7: The Drawing Board

13:30 FFR’s Grand Stade: More than Simply a Stadium

This 82,000-capacity venue will become the ‘national stadium of rugby’, hosting all the French rugby home matches as well as accommodating conventions, shows and a broad range of sporting events thanks to its multi-purpose design. The retractable pitch will endow the FFR with the best quality pitch amongst all the major rugby stadiums in the world, and the retractable roof will deliver a more intense atmosphere, ensuring that matches are played whatever the weather – whilst creating the largest roofed entertainment venue in Europe.

- Paul De Keerle, Finance Director, Fédération Française de Rugby, FRANCE
- Ben Vickery, Senior Principal, Populous, UK
- François Clement, Associate Principal, Populous, UK

13:50 Casement Park, Belfast - BIM: Research to Reality

The new Casement Park stadium in West Belfast, Ireland – scheduled to begin construction later this year – posed numerous design challenges. The presentation will look at how the team at Mott Macdonald – through the use of a multi-disciplinary, highly developed Building Information Modeling (BIM) process from the outset – has managed to develop a stadium design that meets all the technical challenges, including an extremely restricted site, a challenging timeframe and limited budget.

- Barry Winterton, Projects Director, Mott MacDonald, UK
- David Hymas, Technical Director, Mott MacDonald, UK

14:10 Brentford Community Stadium, UK

In 2016 – if all goes to plan – Brentford FC will move from its historic 12,219-capacity Griffin Park (its home since 1904) to a new community stadium near Kew Bridge, London. A mixed-use residential and retail development will part-fund the new 15,000-20,000-capacity stadium, which incorporates a low-carbon design, community usage, and the revenue-generating facilities (both matchday and non-matchday) which are essential for a sustainable economic business model for the Bees.

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

Closing Thoughts: Design and Human Behaviour

14:30 Venue and Fan Working in Perfect Harmony

Stadiums, arenas, and ballparks have become entertainment destinations that cater to a wide spectrum of fans and need to provide flexible opportunities for assembly, sport, recreation, culture, arts, and education. Our expert speaker will examine trends in how the fan is being incorporated into stadium design and with what results.

- Lisa Delpy Neirotti, Assoc. Professor, The George Washington University, USA

15:00 Round-up & Thanks / Next stop... Where next in 2014?

15:15 Last opportunity for networking and coffee in The Marketplace

16:00 Close of Summit / Own transport (taxis) to airports

*Invited/subject to final confirmation. Programme correct at time of press. Subject to change. E&OE



Join the #FutureStadiums discussion @stadiumbusiness

The background of the advertisement is a photograph of a large stadium at night. The stadium's roof is a complex, illuminated structure. In the foreground, a large, golden soccer ball sits on the green grass. The Meru Networks logo, featuring a stylized white mountain peak above the word 'MERU' and 'NETWORKS' below it, is positioned in the upper left. Below the logo, the text 'Stadium Wi-Fi Solutions' is written in a dark blue font.

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Speaker Profiles



Cem Arat
DIRECTOR, 'ASP' ARCHITEKTEN
STUTT GART, GERMANY

Cem is a licensed architect and an appointed member of BDA (the Association of German Architects). Since 2008 he has been the Managing Director of 'asp' Architekten

GmbH, a company that he joined in 2003 as a Partner. Prior to this, he was a lecturer at Berlin Technical University's Institute of Urban and Regional Planning, where he had earlier studied for a Diploma in Architecture. Some of the projects that 'asp' have been involved in include: the Mercedes-Benz Arena, Stuttgart; EWE Arena, Oldenburg; BeiHua Yuan City Development Beijing, China; and the Türk Telekom Arena, Istanbul.



Richard Arnold
DIRECTOR, WRENBRIDGE, UK

Richard is a Director of Wrenbridge Sport, a specialist business venture which is focused on development opportunities in and around the sport and leisure sector. He joined Wrenbridge in 2012 for the Olympic

Delivery Authority, having been responsible for the delivery of a number of the London 2012 venues. Richard enjoys all sport but particularly football, horse racing and cycling, as well as spending time with his family and growing menagerie of animals.



Fernando Balvedi
DIRECTOR, HYPE STUDIO, BRAZIL

Fernando graduated from UFRGS Architecture School in 2006, in Porto Alegre, Brazil, and received the Opera Prima Award (Best Diploma Project of the Year in Brazil).

He co-founded Hype Studio Architecture

with partners Gabriel Garcia and Mauricio Santos. In late 2006, Hype Studio began working on the renovation project of Beira-Rio Stadium, which was subsequently selected to host matches of the upcoming 2014 World Cup in Brazil. The office has been growing ever since and today is responsible for some of the most innovative projects in southern Brazil.



Scott Brown
SVP STRATEGY AND DIGITAL PLATFORMS,
THE NIELSEN COMPANY, USA

Scott is Senior Vice President, Engineering & Strategic Relations for Nielsen. In this role, he is a frequent speaker and sought after visionary for impending changes to

the media landscape, the impact of new technology, and for the path of new advertising models, and is the key company spokesperson for evolving television technologies, advanced metering systems, and new technology development. As a veteran of Nielsen, Scott is frequently asked to forecast the future for major advertisers, and media companies. He holds a Bachelor of Science and a Masters Degree from Illinois State University.



James Bulley
CHIEF EXECUTIVE, TRIVANDI (AND FORMER
DIRECTOR OF VENUES, LOCOG), UK

James, CEO of Trivandi, is the former Director of Venues and Infrastructure, London Organising Committee of the Olympic and Paralympic Games. He headed the delivery

of the 120 venues and operational centres, and during the games was responsible for overseeing the operation of Olympic Park, for which he was awarded an OBE. A Chartered Surveyor, James has over 23 years' experience in major regeneration projects and venue infrastructure finance, design, construction and operation. He advises governments, institutions and organisations on strategies and implementation of major projects. James is a founding member of Trivandi, major project consultants, providing services on infrastructure projects and major events.



Brian Burgess
CHAIRMAN OF THE BOARD, SUPPORTERS
DIRECT, UK

Brian is one of the two executive directors responsible, on behalf of Brentford Football Club, for developing a new community stadium in Brentford. He is also a Trustee of

the charity, Brentford FC Community Sports Trust, and Chairman of Supporters Direct, the national umbrella body for supporters' Trusts. A lifelong Brentford fan, Brian was Chair of Bees United, the Brentford Supporters Trust, from 2003 to 2007, during which time the Trust acquired the 60% majority shareholding in Brentford FC. From January 2006 to December 2007 he was a member of the Brentford Football Club board.



Dario Cadavid
TECHNICAL ASSURANCE & INTEGRATION
SENIOR MANAGER, QATAR 2022
SUPREME COMMITTEE, QATAR

Technical Assurance and Integration Senior Manager for the Qatar 2022 Supreme Committee, Dario oversees the integration

of the delivery programme and development of strategies, including innovative cooling and sustainability schemes. During the FIFA World Cup™ bid, he led the design and construction of a 500-seat prototype stadium, which used zero-carbon cooling technologies, achieving temperatures of 23°C, while outside hovered in the low 40s. Dario has 20 years of industry experience comprising design, project management, quality assurance, quality control and construction supervision. Prior to his current role he was Lead Architect for P&T Architects and Engineers, Abu Dhabi, and has worked in the US and Colombia.



Jean-Francois Caux
PROJECT DIRECTOR (GRANDE STADE),
CODAH, FRANCE

Jean-Francois graduated as an engineer from the École Spéciale des Travaux Publics in 1997. He is currently Deputy Director General at the 25,000-seater Grand



Stade Le Havre, which he joined in 2008 as Project Manager. Previous roles include: Project Director of urban renovation of Argenteuil; Manager of an urban project for the construction of public facilities for Zenith, restructuring a Congress Centre, road viaduct, and residential neighbourhoods; and Program Manager in a promotion-construction-investment company, specialising in implementing offices for large account customers. Jean-Francois is a Professor at the National Institute of Applied Sciences, and enjoys trekking and ski touring.



François Clement
ASSOCIATE PRINCIPAL, POPULOUS, UK

Francois joined Populous in 2005, where he worked on the design of the 50,000-seat Aviva Stadium and in particular the polycarbonate cladding, which makes the stadium the largest building in the world

to be clad in this unique transparent material. Before joining Populous, he worked on a number of large scale projects throughout Europe and the United Arab Emirates, including overseeing work on the AXA Tower project, a 87,000m² corporate office tower in La Defense, Paris, and the design of the new NATO headquarters, where he was team co-ordinator, and Dubai International Financial Centre, where he was responsible for the cladding package design.



Dr. Arq. Carlos De La Corte
CONSULTANT, 2014 FIFA WORLD CUP™
ORGANISING COMMITTEE, BRAZIL

A graduate in Architecture and Urbanism, Carlos joined the Local Organising Committee for the FIFA World Cup 2014 as technical consultant, in 2009. As a

consultant, he has helped Federal Authorities to develop national regulations for safety at stadiums, based on the UK Green Guide, and in 2012 presented a special paper to the Coliseum Summit in Doha, Qatar regarding the need for technical consultancy for legacy purposes in a World Cup Organising Committee. As an independent consultant, he started sports design consultancy for clubs, and in 2008 earned his PhD with a detailed study of Brazilian Football Stadia, assessing facilities and creating a ranking model for management, comfort and safety.



Lisa Delpy Neirotti
ASSOC. PROFESSOR, THE GEORGE
WASHINGTON UNIVERSITY SCHOOL OF
BUSINESS, USA

Lisa has been a professor of sport, event, and tourism management at the George Washington University for 22 years, where she has established a strong academic program, and serves on the faculty of the International Olympic Committee's Executive Masters in Management of Sports Organizations. She also directs the GW Green Sports Scorecard that helps to educate, motivate, and evaluate the sustainability of sport facilities, organizations, and events. Lisa works with a number of sport organizations and professional teams to conduct economic, spectator, and market research studies, including Olympic Games, World Cup, and BNP Paribas Open amongst many others. She is also a pioneer in the field of sports tourism.



Steve Dickinson
HEAD OF INTERNATIONAL SALES,
NOVOFERM GROUP, GERMANY

Steve Dickinson, Head of International Sales for the Novoferm Group, graduated in Building Engineering from the University of Liverpool in 1980 and has spent the last 33 years in the construction products industry, primarily running European-based businesses in the fields of doors, windows and facades. As his job title suggests, Steve's role at Novoferm is very international and involves him taking more than 150 flights a year!



Daniel Hopf Fernandes
PRESIDENT, FERNANDES ARQUITETOS
ASSOCIADOS, BRAZIL

After graduating as an Architect in São Paulo in 1997, Daniel established Fernandes Arquitetos Associados. His first projects were residential, followed by healthcare, including 100 million m² of hospital buildings with over 1,000 beds. He has also worked on infrastructure projects, such as railway stations in São Paulo, Belo Horizonte, Salvador and in Mozambique. Daniel created a 50km project for Pinheiros Linear Park in São Paulo, and in 2005 began working in the sporting sector, with projects for the 2007 Pan American Games. Currently he deals with projects for many stadiums, including Arena Maracanã Stadium and Pernambuco Arena, both for FIFA World Cup 2014.



Stephen Jepson
DIRECTOR, DELOITTE REAL ESTATE, UK

Director at Deloitte Real Estate, Stephen leads the specialist Sport, Leisure and Hospitality team, which has wide experience in the financing, planning and delivery of sports venues, training, leisure facilities and major sports events, and combines a full complement of property consultancy services from across Deloitte Real Estate. He works with governments, local authorities, national governing bodies, sports clubs and event organisers, and has been responsible for the successful delivery of several UK stadia developments. He was project manager for the London 2012 Greenwich Park venue, which hosted the Olympic and Paralympic Equestrian competitions, plus the combined running and shooting event of the Modern Pentathlon.



Xavier Lortat-Jacob
CEO, ALLIANZ RIVIERA STADIUM, FRANCE

Xavier began his career at CGE in the USA followed by a series of roles heading construction projects in Paris. He then moved to the fast-growing world of telecoms infrastructure where he led the deployment of key network infrastructure for mobile operator SFR in Ile de France. Prior to his current appointment as President of Nice Eco Stadium, Xavier had rejoined CGE's spin-off, VINCI, to create VINCI Networks, which is now the operator of 14 telecom infrastructure concessions. Nice Eco Stadium is a VINCI Concessions subsidiary and partner to the city of Nice for the financing, construction and operation of the new Allianz Riviera Stadium.



David Manica
PRESIDENT, MANICA ARCHITECTURE, USA

David believes in stunning design and innovative functionality as the path to thriving facilities – and ecstatic clients.

In his 18 years designing large public assembly facilities, David has forged a vision for some of the world's highest-profile stadium, arena and convention projects. His comprehensive experience spans all phases of project development. He values a collaborative approach to design that successfully solves all of his clients' needs related to aesthetics, program, budget, function, and schedule. David's passionate commitment and dedication to balancing the complicated needs of his clients have earned him lasting relationships with them all



Patrick Meyer
SENIOR CONSULTANT, LUSS LAGARDERE
UNLIMITED STADIUM SOLUTIONS, GERMANY

Born in 1968, Patrik Meyer boasts a wealth of knowledge and experience within the sports management sector. Having gained

his degree in Business Administration, Patrick's experience within the industry includes roles such as Director for the Financial department, Ticketing and Controlling at Koelnarena Management GmbH, Managing Director of the operation company for the Commerzbank-Arena – the World-Cup-stadium in Frankfurt, and Managing Director of TSP – The Sports Promoters, a company of SPORTFIVE who specialise in event-management and event-promotion. In June 2010 Patrik Meyer was awarded as "Executive of the year" at the Stadium Business Summit in Dublin. Since 2012 he has had the role of Senior Consultant for LUSS Lagardere Unlimited Stadium Solutions.



Ian Nuttall
FOUNDER, XPERIOLOGY
(THESTADIUMBUSINESS), 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.



Dr. Sascha Peters
CEO, HAUTE INNOVATION, GERMANY

Sascha is founder and owner of HAUTE INNOVATION, Berlin. As innovation consultant, materials expert and engineer, his goal is to shorten innovation processes

and turn developments in materials into marketable products more quickly. He has widespread expertise in product development, innovation management, construction, and industrial design. He headed research projects and product developments at the Fraunhofer Institute for Production Technology IPT in Aachen, was deputy head of the Design Centre in Bremen and head of the Modulor Material Competence Centre in Berlin and has gained a doctorate for improving communication between designers and engineers.



Matt Rossetti
PRESIDENT, ROSSETTI, USA

As President, Matt leads the firm's framework for innovative thinking by producing designs that resonate value and achieve business goals. He has been at

the forefront of urban revitalisation by integrating sports and entertainment developments with mixed-use master planning, having provided innovative design solutions for sports including soccer, auto racing and many more. Among ROSSETTI's notable sports projects are the USTA National Tennis Center, home of the U.S. Open; the Incheon Football Stadium in Incheon, Korea; Red Bull Arena in New Jersey; The Daytona International Speedway, home to NASCAR's Daytona 500; and the Palace of Auburn Hills, home of the NBA's Detroit Pistons. Twenty years later, the Palace is still cited as the arena that transformed the business of stadium design.



Mike Taylor
SENIOR PARTNER, HOPKINS ARCHITECTS, UK

Senior Partner at Hopkins Architects, Mike studied at the Mackintosh School of Architecture in Glasgow, where he won the Royal Scottish Academy John Kinross

Scholarship and the RIAS Sir Robert Lorimer Scholarship. Some previous projects include a new chemistry building at Princeton University, the Sanger Centre for Science and Mathematics for Bryanston School in Dorset, and a proposal for the Halley VI Research Station for the British Antarctic Survey. He is currently working on a new UK headquarters for WWF, a library at the University of East London, and a 500-bed public hospital in Italy.



Charles Tomas
PRINCIPAL, CTG SECURITY MATRIX, AUSTRALIA

Charles is the Principal of CTG Security Matrix, a specialist technical security, control room design and facility management consultancy group. His hands-on approach over 32 years

has resulted in him having sought-after knowledge of individual security components that meet rigid operational and reliability standards. His innovative work in developing a totally integrated security system tailored to specific specialised applications for secure containment, sporting venues, specialist eco-tourism projects and critical infrastructure assets has been recognised by interstate and overseas jurisdictions. In 2005, at the Australian Security Industry Awards for Excellence, Charles won the Major Installation Award Principal Security Architect and Project Manager.



Ben Vickery
SENIOR PRINCIPAL, POPULOUS, UK

Ben, Senior Principal at Populous, has a great interest in leading design teams on large scale bespoke sports projects, having been involved with many successful sporting

buildings around the world. With a keen interest in all sporting codes, Ben's design expertise includes football, rugby and athletics stadia and racecourses. This has culminated in a vast knowledge of the standards and requirements of all sport building types. Since joining Populous in 1993 he has managed various projects through from sketch design to completion on site, including managing the team designing the temporary installation for the London 2012 Olympic and Paralympics Games.



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- LUZHNIKI STADIUM (2010) Working documentation (WD) of engineering systems, installation and maintenance
- LOCOMOTIVE STADIUM (2003) Working documentation (WD) of engineering systems, installation

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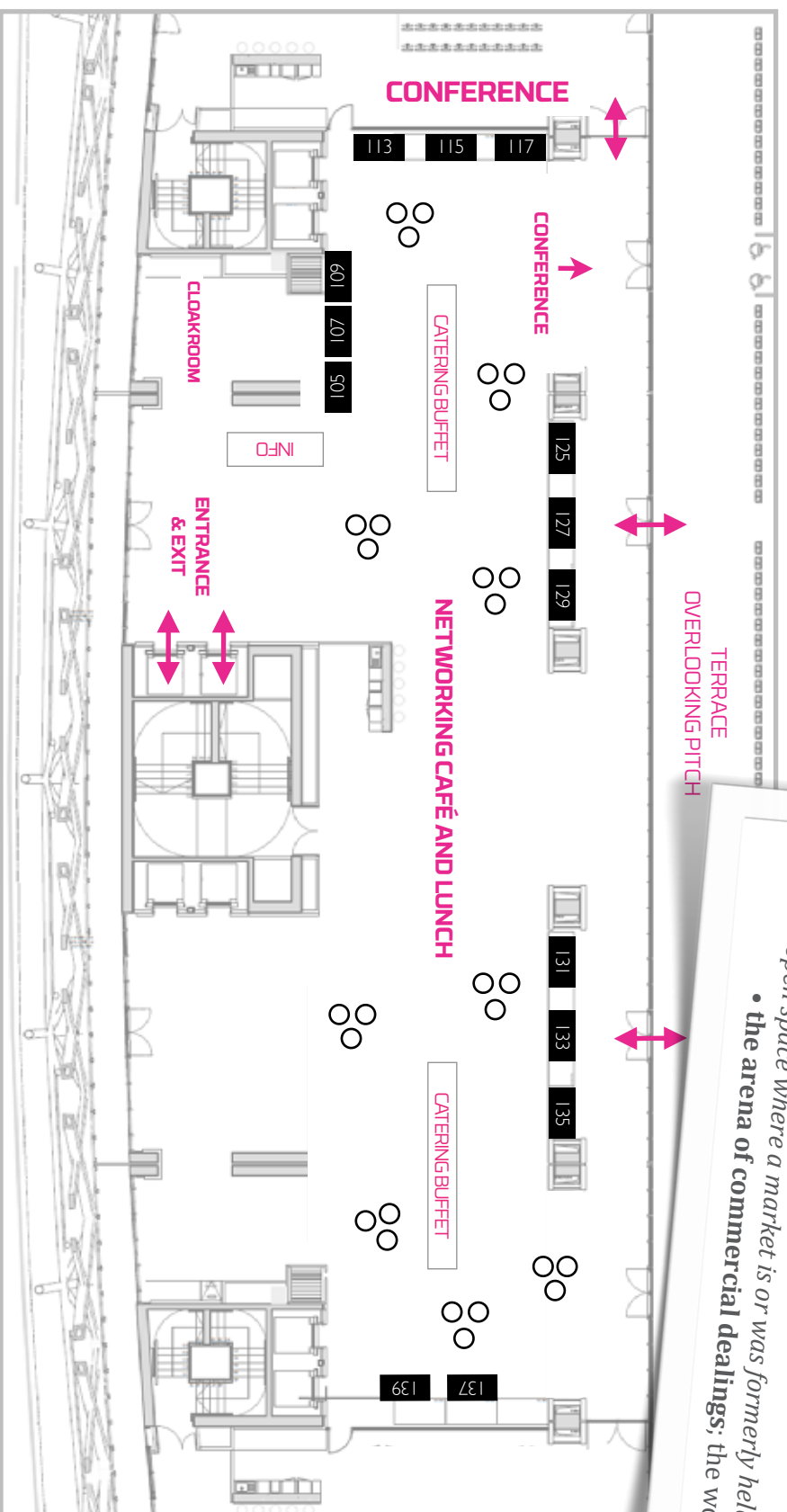
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Marketplace* Floorplan

TERRACE
OVERLOOKING PITCH



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

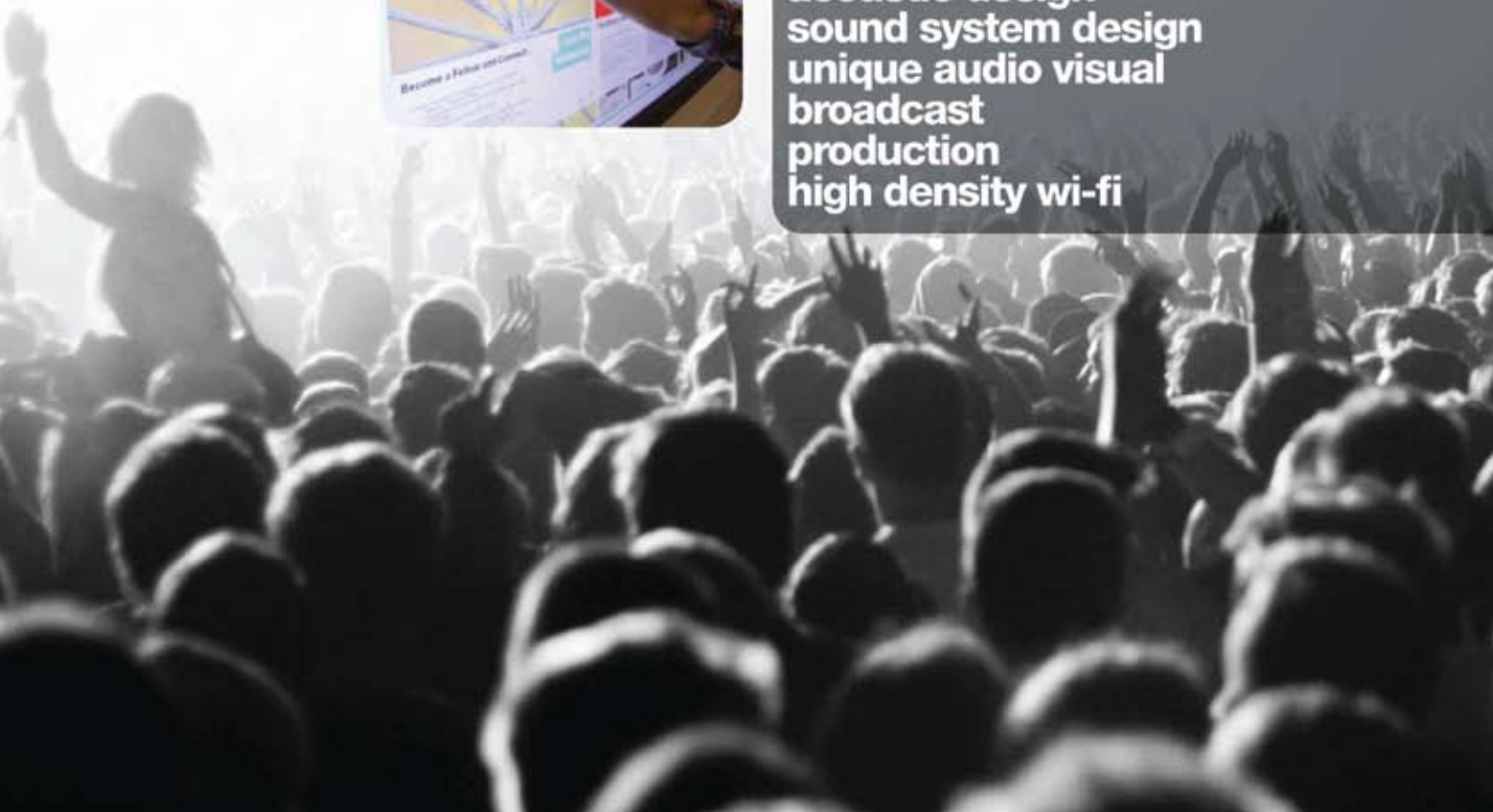
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ALLIANZ RIVIERA

Designed by Jean Michel Wilmotte, in association with all of VINCI Construction's subsidiaries, and located in the heart of the Var Eco Valley (an urban and regional development programme declared a project of national interest) construction of the stadium began in 2011. The stadium will be one of the pillars of the urban development programme for Nice, France's fifth largest city, and the surrounding metropolitan area, and will serve as a host venue for the UEFA Euro 2016 Finals.

www.allianz-riviera.fr



ARMO GROUP

The group of engineering companies "ARMO" - a Russian holding company, founded in 1997 and brings together eight companies of engineering profile with a total workforce of over 750 people. To date, the ledger account "ARMO" has secured more than 1,000 successfully completed projects in more than 50 cities in Russia and the CIS countries, about 100 distribution and partner agreements with leading manufacturers of engineering equipment, as well as more than 1,000 sq m serviced areas. Mechanical, electrical, plumbing (MEP) professional company offering a broad range of services including consulting, designing, engineering and project management for urban and industrial construction. The company is an expert in energy saving solutions and "green" approach for the modern buildings design: hi-rising buildings, hotels, industrial, military, nuclear facilities.

www.armo.ru



FAEL LUCE

FAEL Spa is a leading company in the manufacturing of innovative and sustainable lighting systems. The huge range of products includes lighting systems for large areas and sport facilities, urban lighting, industrial and commercial structures. Established in 1965, headquartered very close to Milano (Italy), FAEL Luce experienced a vast development that allowed it to be present in several markets worldwide, where exports the 70% of the production. The production site uses only the very latest machinery to create the company's entire range of products, exclusively from Italy. The vast warehouse contains a large stock of goods ready for the delivery.

www.faelluce.com



LINDAPTER

Established in 1934, Lindapter is the inventor of the Girder Clamp and Hollo-Bolt® and manufactures high strength steelwork connections that eliminate the need to drill or weld, dramatically reducing installation time and costs. Lindapter connections are specified on stadia and sports-related projects across the globe with typical applications including the connection of temporary seating, maintenance walkways and façades. With independently approved safe working loads, Lindapter's connection solutions are suitable for permanent and temporary applications and a free design service is available from Lindapter's experienced Engineers.

www.lindapter.com



MANICA ARCHITECTURE

MANICA Architecture provides its clients with the unique combination of large scale project experience and the personality and creativity of a boutique international design studio. And unlike many large architectural firms that specialize in projects of similar scale, MANICA is dedicated to ensuring that all of its clients are given the personal attention and unparalleled expertise they deserve. The experience of MANICA Architecture and its President and Director, David Manica, includes the design of over \$5 billion in the construction of high profile sport and entertainment venues worldwide. Current and recent MANICA projects include the VTB World Cup 2018 Stadium and Arena (Moscow, Russia), Lusail World Cup 2022 Stadium (Doha, Qatar), STU Sport Park (Shantou, China), The Guangzhou International Arena and Entertainment District (Guangzhou, China), The Shanghai World Expo Arena (Shanghai, China), and the Beijing Olympic Basketball Arena (Beijing, China). MANICA also provides international design consulting for the National Basketball Association (NBA) related to the approval and certification of all its facilities. MANICA's work is enjoyed by millions of people around the world, and its designs have a profoundly positive effect on the life of entire cities. The firm's unique ability to maintain the design integrity in spite of the inherent challenges of multi-phase, large scale projects has established it as a key player in the industry. Their designs have established new benchmarks within the industry that have been emulated by other professionals worldwide.

www.manicaarchitecture.com



MERU NETWORKS

Meru Networks (NASDAQ: MERU) is a market leader in the development of mobile access and virtualized Wi-Fi solutions. Meru's MobileFLEX wireless architecture addresses the ever-growing need for higher bandwidth and higher client densities. The Meru Identity Manager solution greatly simplifies secure device onboarding and the company's unique Context-aware Application Layers (CALs) enable dedicated channel assignments for specific applications, devices and usage scenarios. Meru customers include Fortune 500 businesses as well as leaders in education, healthcare and hospitality. Founded in 2002, Meru is headquartered in Sunnyvale, Calif., with operations in North America, Europe, the Middle East, Asia Pacific and Japan.

www.merunetworks.com



MOTT MACDONALD

Mott MacDonald is a uniquely diverse £1 billion global management, engineering and development consultancy. We deliver leading edge solutions for public and private sector clients across 12 core business areas – transport, power, buildings, water, environment, health, education, industry and communications, international development, urban development and oil and gas. Our breadth of skills, sectors, services and global reach makes us uniquely placed to bring our customers: • Holistic, innovative thinking • Global experience with local insight • World-expert practitioners • Multisector perspective. We provide added value solutions which: • Save money and time • Reduce risks – technical, commercial, environmental • Drive up efficiency.

www.mottmac.com



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Novoform Group is one of Europe's leading system suppliers of doors, garage doors, frames and operators. We offer a large range of products and services for private, commercial and industrial applications. We combine maximum functionality with innovative design. We manufacture our products in various international locations and with our Europe-wide network we are always available to help you – wherever you are! Novoform is part of the Sanwa Group, a world leading manufacturer of entrance systems, supplying high quality, reliable and innovative products, through a global network of 107 Companies and thousands of Approved Distribution Partners.

www.novoform.com



QUINETTE GALLAY

QUINETTE GALLAY

Established in 1947, Quinette Gallay is a family-owned company specialized in the fields of design, manufacturing, sales and installation of seating and seating solutions for public environments. Quinette Gallay has a full seating range portfolio, able to resolve client's technical criteria or standing level. With prestigious references in over one hundred countries, Quinette Gallay is one of the world's leading seat designer and manufacturer: 230000 seats over 300 installed projects per year and 60% of our turnover achieved on export markets.

www.quinette.fr

ROSSETTI



ROSSETTI

ROSSETTI is an international leader in sports design and planning. Our expertise is based on over 40 years of design solutions for every type of sport – international games, professional, collegiate and recreation. Our commitment is to develop the most innovative design ideas for our clients based on a broad understanding of how people experience events in an entertainment venue and district. At ROSSETTI, we believe in a collaborative, client-centered approach that dovetails with our mission: Designing Experiences. Generating Value. Noted sports projects include Daytona International Speedway, Incheon Football Stadium, Ford Field NFL Stadium, USTA Billie Jean King National Tennis Center, The Palace NBA Pistons Arena, Red Bull Arena and StubHub Center.

www.rossetti.com



SKIDATA

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

www.skidata.com

AL RAYYAN STADIUM DOHA, QATAR



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www.stechert.de

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LIGHTING PEOPLE

THORN LIGHTING

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

www.thornlighting.com



VANGUARDIA CONSULTING

Vanguardia Consulting is an independent engineering consultancy specialising in Audiovisual systems, Production sound, Acoustics, Environmental sound control and Licensing for stadia, arenas and large outdoor festivals. At Vanguardia, we work with our clients to assist them to host entertainment events both inside and outside buildings on a permanent and temporary basis. Our projects include the London Olympic Stadium and Olympic Park, the O2 Arena, Wembley Stadium, Twickenham Stadium, Leeds Arena, the London Olympic Velodrome, Emirates Stadium, Wimbledon Tennis Club and Silverstone Racing Circuit amongst others. We work with promoters, venue operators, developers, architectural design teams and engineers to provide conceptualisation, strategy, detailed design, technical assurance, commissioning, training, and end user support. We also provide Licensing, public enquiry, expert witness and sound management and control for live events. We are both designers and practitioners for end users and we love being involved in memorable events.

www.vanguardiaconsulting.co.uk



VINCI STADIUM

A division of VINCI Concessions, VINCI Stadium is the entity that oversees the operation of the stadiums in which VINCI Concessions has a shareholding and aims at developing business expertise in a new model of stadium and arena operation. VINCI Concessions is a major player in sports infrastructure with several prestigious references: Stade de France in Saint Denis since 1998, MMArena in Le Mans since 2008, Allianz Riviera in Nice, the New Bordeaux Stadium and more recently the Dunkirk Arena.

www.vinci-concessions.com



WIRE & SKY

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

www.wireandsky.co.uk



Notes

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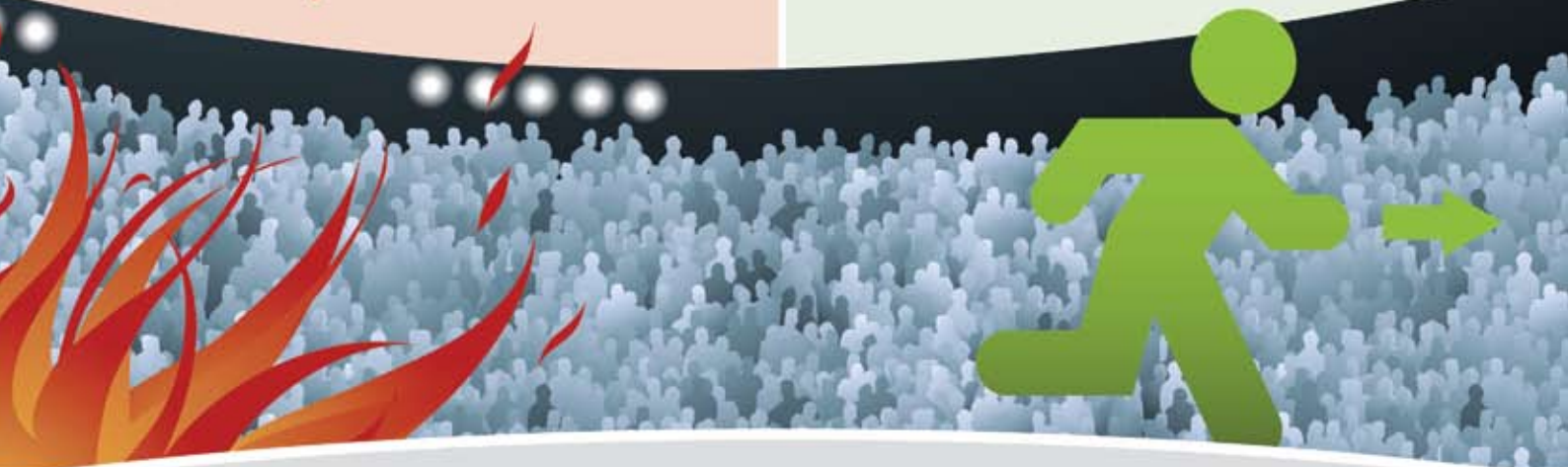
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