

VENUE INNOVATION DAY 2008

Ricoh Arena, Coventry, UK, Tuesday 18 November 2008

Pre-SRS08
Technology
Showcase!

One day to change your venue forever!

Event programme



Hosted by Arena Coventry Ltd and

In partnership with *Stadia* magazine and the
4th Stadium Revenue Summit

Partners

**RICOH
ARENA**

Stadia
incorporating
TURF



paymentsolution
we create convenience



Introduction

Technology is now driving every aspect of today's sports and entertainment business. From the web-based delivery of event tickets through to interactive visitor services, venue operators are embracing technology as never before. A range of new technologies now exist that can improve customer service, increase the financial returns and also create a more compelling visitor experience.

We invite you to join us at the Ricoh Arena, Coventry – one of the UK's most advanced sports and entertainment facilities – for a day of innovations that could change your business forever.

Why Ricoh Arena?

Ricoh Arena – the world-class multipurpose business, sports and entertainment destination that is home to Coventry City FC and a host of international concert events each year – is the first cashless venue in the UK. Since the start of the 08/09 football season, visitors to Ricoh Arena have experienced the speed and convenience of cashless payment – and the venue's management is recording reduced queue times, increased transaction levels and greater spend per head.



"When I arrived here, fans would be waiting over 25 minutes at half-time to get served, and many simply didn't bother. My personal Everest has been to enable fans to get served

quicker at half-time. I achieved this goal within just four matches of 'going cashless.' But what has been more striking is the added benefit of significantly increased transaction volumes as a consequence of reduced queue times."

**Ricoh Arena's CEO,
Daniel Gidney**



8.30 **COFFEE/REGISTRATION – SPONSORED BY APT SKIDATA**

APT SKIDATA
access unlimited

9.00 **WELCOME TO VENUE INNOVATION DAY**

Ian Nuttall, founder, Stadia magazine, Auditoria magazine and board member, EVMI

SESSION 1: CASHLESS VENUES – MAKING THE TRANSITION

9.15 **RICOH ARENA: THE UK'S FIRST CASHLESS VENUE**

Daniel Gidney, CEO, Ricoh Arena

9.50 **REMOVE CASH AND TAKE THE BENEFITS: HOW CASHLESS PAYMENT INCREASES PROFITS**

Heinz-Peter Strömsdörfer, board member, Payment Solution AG

10.10 **INTELLIGENT VENUES: INTEGRATING PAYMENT CARDS WITH ACCESS CONTROL, CAR PARKING AND CASHLESS TRANSACTIONS**

Dermot Murphy, managing director, APT SkiData

10.30 **COFFEE BREAK – SPONSORED BY CANDIDATE MANAGER**

Candidate Manager

SESSION 2: TICKETING, ACCESS AND RESOURCES INTEGRATION

10.50 **MOBILE TICKETING – A WORLD-FIRST, AND THE FUTURE**

Andy Ward, Head of Ticketing, Everton FC with Glenn Jackson, managing director - Talent & Consensus

11.20 **CRM FOR LEISURE AND SPORTS: LINKING CUSTOMERS AND CONTENT**

Stuart Wright, head of IT, Chill Factore and Peter Oliver, director, Green 4 Solutions

11.45 **LABOUR SCHEDULING: GETTING THE RESOURCES IN THE RIGHT PLACE AT THE RIGHT TIME**

Paul McCusker, chief executive, Candidate Manager and Jacky Isaac, HR director, Ricoh Arena

12.10 **HOW TO MAXIMISE RETAIL SPEND IN A DOWNTURN**

Jo Willetts, Retail Director - Sports, Leisure and Hospitality, Compass Group

12.30 **LUNCH – SPONSORED BY COMPASS**

COMPASS GROUP

GUEST SPEAKER

13.30 **ENHANCING PERFORMANCE: THE IMPACT OF PROZONE™**

Ray Ranson, chairman, Coventry City FC and Jordan Garbutt, Business Development Manager, ProZone™

SESSION 4: DRIVING THE BUSINESS

13.50 **CUT THE WASTE: STOCK MANAGEMENT AND INVENTORY CONTROL**

Jon Davies, Independent Consultant / former senior retail manager, Manchester United FC

14.10 **YIELD MANAGEMENT AND VENUE MARKETING: SCIENCE FACT NOT FICTION**

Bernie Mullin, The Aspire Group Inc, USA

14.30 **AFTERNOON COFFEE BREAK – SPONSORED BY TALENT IRIS SOFTWARE**

IRIS SOFTWARE

15.00 **VENUE TOUR – SPONSORED BY VERILAN**

Verilan

Behind the scenes tour of Ricoh Arena facilities, including the stadium, the venue's multipurpose concert and exhibition hall, its new Jaguar Club and the UK's most modern casino facility. Cashless payment demonstration courtesy of Payment Solution AG.

15.45 **POST-TOUR REFRESHMENTS – SPONSORED BY TECHNOBARS**

technobars

16.15 **ROUND-UP/CLOSE**

16.30 **COACHES DEPART TO LONDON (RENAISSANCE HEATHROW) FOR DELEGATES ATTENDING STADIUM REVENUE SUMMIT 2008**

Transfer courtesy of Ricoh Arena Ltd

OVERNIGHT OPTION AT RICOH ARENA'S 71 SUITES HOTEL

*subject to change. E&OE

1

E.ON Lounge

The 'jewel in our crown' - seats up to 1,000 delegates and is column free with panoramic pitch views. Retractable walls add flexibility.

2

71 Rooms and Silk Suites

Our on-site hotel has 46 pitch-view rooms which turn into executive boxes for stadium bowl events, and 'boutique style' suites and serviced apartments for a very comfortable stay.

3

The Isle Casino

The largest casino in the UK housing the biggest sports bar in the city, the exclusive Club restaurant and other 'fun' night spots.

4

Jaguar Concert and Exhibition Hall

6,000 sqm of space, with a retractable wall for flexibility, and fully draped. Dedicated entrances with adjoining car parking.

5

The Jaguar Club

Without doubt the best corporate match day hospitality experience in the Championship and maybe even the Premier League. Superb conference facility on non-matchdays with a dedicated registration area.

6

Ricoh Media Centre

State-of-the-art 'below deck' Media Centre including a media theatre for press conferences.

7

The Tunnel

Onto the pitch through the tunnel - a view to behold, 32,000 seater stadium bowl home to Coventry City FC, that has also played host to Bon Jovi, Red Hot Chili Peppers, Rod Stewart and soon to be home to Oasis too!

8

The Yorkshire Bank Lounge

The Yorkshire Bank Lounge holds up to 700 delegates and our Premier Club members on matchdays, note the retractable walls again for flexibility.

9

Arena Health and Fitness

If you have any energy left, there are 120 stations with pitch-views and a running track around the pitch!

10

Partnership Education Centre

Home to numerous schools in Coventry allied to CCFC, with fabulous facilities.

11

Retail concourse


Including high street brands and live technical demonstrations of food and beverage cashless payment, turnstile access control, car park barrier access control and cashless beer vending for a well earned pint.

Tours sponsored by

Verilan.TM


SPEAKER PROFILES

Jon Davis, former senior retail manager, Manchester United FC




After beginning his career in hospitality in hotels, Jon Davis moved on to Planet Hollywood restaurant in London as restaurant manager. Two years later he moved to America to assist in the opening of a new restaurant chain in Orlando called Earl of Sandwich. After successfully opening three of the sites he returned to England to take up the position of food and beverage controller at Manchester United's Old Trafford Stadium. Over the course of the four years he was at the stadium Jon oversaw the installation of 450 new point of sale units, a new purchasing system, stock management system, cash management system and an events management programme. Linking all of these systems together and managing the growth of the business was a major part of his role. After leaving Old Trafford Jon moved on to project manage the installation of the new cashless payment system at the Ricoh Arena.

Jordan Garbutt, business development manager, ProZone



Jordan Garbutt began working for ProZone Sports Ltd in March 2005. ProZone has its headquarters in Leeds, England, and is renowned as the world leader in performance analysis. Jordan is currently ProZone's business development manager. He is responsible for account management of UK-based customers and also the growth of new business in the UK and wider international football markets. Prior to this role he worked and consulted to a number of football clubs in England as a performance analyst, delivering insights to managers, coaches and players at clubs including Derby County, Southampton, Newcastle Utd and the England national team. Jordan is a graduate of Sport and Exercise Science, graduating from the prestigious sporting Carnegie University, Leeds in 2003. He also holds the top accreditation for performance analysis certified by the International Society of Performance Analysis of Sport.

Daniel Gidney, chief executive, Ricoh Arena




Daniel Gidney joined the Ricoh Arena as chief executive in October 2006, leading the business post-mobilisation, taking it from a multimillion EBITDA loss to just under £3 million EBITDA. Gidney prioritised customer experience, the development of multiple revenue streams, and innovative technology – the venue became the UK's first cashless stadium in August 2008. Prior to this, he ran Sodexho's Hospitals Division, where over four years he took the division from losses of over £3 million to profits of over £3 million. He is an expert on third-party income generation in PFI contracts and has developed this experience in the leisure and health sectors. Prior to joining Sodexho, he spent nearly seven years at Clear Channel (now Live Nation) in varying roles, including head of PFI and director of ticketing where, through rationalisation, he saved £500,000 per annum and later sold the division to Ticketmaster for £7 million. Gidney has an MBA from Durham University and is a former district councillor for Stratford-upon-Avon.

Jacky Isaac, HR director, Ricoh Arena


As a Fellow of the Institute of Hospitality and a Chartered Member of the CIPD, Jacky has 30 years' experience in delivery of bespoke human resources and variable labour solutions throughout the stadia, racecourse and events industry. Drawing on her experiences at volume-critical events such as the Ryder Cup, British Grand Prix and the Cheltenham Gold Cup, she is passionate about creating and sustaining the customer service experience. Working at director and strategic levels, Jacky has created and implemented venue variable labour plans for established venues and mobilisation projects at, for example, Wembley and Emirates stadia. Jacky is a firm believer in the strategic use of IT solutions that can deliver real bottom line benefits while enhancing the recruitment experience for a transient variable labour workforce. Jacky is the HR director for the Ricoh Arena and Coventry City Football Club, and also works as an HR consultant. Recent assignments have included projects for Manchester United, Middlesbrough Football Club and Blue Arrow.

Paul McCusker, chief executive, Candidate Manager



In August 2008 Paul was appointed chief executive of Candidate Manager Ltd. Candidate Manager is a leading provider of talent management software solutions. The company specialises in providing cost-effective, highly functional recruitment management software systems that significantly reduce administrative time and costs for HR departments. Prior to this appointment, Paul was chief operating officer with responsibility for opening Candidate Manager's UK office in 2006 and developing the business over the following two years. As part of this role, he was also responsible for overseeing product development, launching Candidate Manager's Enterprise Software and expanding the client services department. Key customers include Manchester United FC, Hilton Hotels International (UK/Ireland, Europe, MEA and Asia), Gordon Ramsey Holdings, Oce Technologies and Arcelor Mittal. Paul has worked with Candidate Manager since it was established in October 2003. Prior to this, he worked with the SaonGroup, Candidate Manager's parent organisation. Paul has an MBA from the Ulster Business School and is a BSc Agricultural Economics and Management graduate from Queen's University Belfast.

Bernie Mullin, The Aspire Group Inc, USA




Dr Bernie Mullin is the first non-American to hold the position of president of a US Major League Professional team, and he ran two of them at the same time: the NBA's Atlanta Hawks and the NHL's Atlanta Thrashers, plus world-class Philips Arena, the fourth most profitable arena in North America. British-born, Bernie has over 30 years' experience in sports, entertainment and higher education in senior executive roles, producing outstanding results. In his career, Bernie has specialised in startups and turnaround environments, where his management teams have led cultural change, producing significant attendance and revenue growth plus substantive reduction of expenses, thereby turning operating losses into profits while driving asset value. Among his many innovations are: bringing the Disney Customer Service Approach to stadiums/arenas; a comprehensive emphasis on direct marketing and sales rather than mass media advertising, which has revolutionised the industry; bundling all digital assets and focusing them on growing commercial revenues; team-operated radio and TV broadcasts and team-owned online retail and merchandise stores in the community. Currently, he is the principal of the Aspire Group, a global management and marketing consulting business that partners with its clients in implementing next practices to produce winning brands and strong sales and service cultures, while maximising revenue enhancement and return on investment. Aspire's impressive client list includes Allianz; the National Hockey League; Los Angeles Dodgers (MLB); Cleveland Indians (MLB); Minnesota Wild (NHL); Minnesota

SPEAKER PROFILES


Timberwolves (NBA); The Canadian Football League and its Toronto Argonauts and Hamilton Tiger Cats franchises; Coventry City Football Club, England (Coca-Cola Champions League); Waikato Chiefs, New Zealand (Super 14 Rugby); Stadium Capital Finance Group; Blue Magnet Partners; On-Court; the ECHL; Coventry University, England; Sport is FANTastic, Australia; Sport Research International, New Zealand; and 2 Dogs Software.

Dermot Murphy, director and shareholder of APT Controls Group,




Dermot Murphy is a director and shareholder of APT Controls Group, with more than 20 years' experience in the access control market for car parks, public arenas and leisure facilities. For the last 10 years he has been the managing director of APT Skidata Limited, a joint-venture company that was set up in 1998 to market the products supplied by Skidata AG in the UK and Irish markets. During this time the business has grown to become the market leader in systems for car access and revenue management in the UK and for systems of people access controls for stadia, leisure attractions and arenas in the UK. Prior to his time at APT, Dermot had a 15-year career in export sales of capital equipment and consumer durable products.

Peter Oliver, director, Green 4 Solutions




Since the late 1990s, Peter's key skill has been to initiate and build new business initiatives, first launching the Ascent CRM solution in 1998 and building its customer base to over 300 users. More recently, as sales and marketing director of Green 4 Solutions, he has led the business to become one of the leading suppliers for CRM (Customer Relationship Management) and e-communications technology to the sport and leisure industry. During the last three years, Peter has been the principal driver in helping over 40 sporting venues and organisations to deploy an end-to-end solution for CRM, e-marketing and event management solutions, not only in the UK but overseas as well.

Ray Ranson, chairman, Coventry City FC



Ray Ranson became the chairman of Coventry City in 2008 after Sky Blues Sports and Leisure, funded by SISU, took control of the Championship club. The former Manchester City, Birmingham City, Newcastle United and Reading footballer, who made over 440 appearances in league football, started insurance brokerage company, Coversport, while he was still playing. The 48-year-old took his company into the insurance giant, the Benfield Group, where Ray built up the sports finance side of the business until 2002, when the company was floated. He has also been involved with several other sports-related businesses including developing ProZone, which monitors every movement of every player on the field throughout each game.

Heinz-Peter Strömsdörfer, board member, payment solution AG




Heinz-Peter Strömsdörfer is sales and marketing director and member of the board of payment solution AG, Munich, Germany. He is a leading expert in the field of complete information management solutions including software, hardware, enterprise systems integration, consulting and support. He has many years' experience in cashless payment systems in multinational companies and top-class venues in the leisure and entertainment market. Furthermore, Strömsdörfer has spent more than five years as CEO in the Germany-based subsidiary for the world's leading developer of enterprise applications serving the hospitality and speciality retail industries. In 2006 Strömsdörfer founded, together with his former business partner, a cashless payment systems provider, the Munich-based payment solution AG.

Andy Ward, head of ticketing, Everton FC


Andy Ward is head of ticketing at Everton FC. The club runs a 40,000-seat capacity stadium and Andy helped project manage the installation of the Talent Ticketing and CRM system from IRIS Software4Sport, which led to a 77% increase in ticket sales via the web. Some 65% of season tickets were renewed online for this season, and they replaced 21,000 season smartcards. Andy introduced the world-first text ticketing service Txt2Ticket, which he will be describing in more detail in his presentation.

Jo Willetts, retail director for sports and leisure, Compass Group UK and Ireland



Jo Willetts is the retail director for sports and leisure at Compass Group UK and Ireland. Jo joined Compass Group from Entertainment UK, where she was head of sales and marketing and was instrumental in helping the supermarkets grow market share to over 35%. Compass Group UK and Ireland is the UK's leading contract caterer; the Sport and Leisure division services in excess of 70 venues across the UK. With over 13 years of retail experience, Jo's role is to develop new customer facing retail offers and bring retail expertise to the sports and leisure market.

Stuart Wright, head of IT, Chill Factor



Stuart Wright began his career at Rossendale Leisure Trust, where he was responsible for all IT and communications across seven sites as well as implementing a centralised management information system. In 2007 he moved to Chill Factor as head of IT, where he has been responsible for setting up all the IT systems. Along with Green 4, Stuart has implemented a bespoke booking and access control system, which is designed to maximise profitability and customer experience.

SPONSOR PROFILES

APT Skidata



APT Skidata Ltd is the exclusive supplier of the Skidata AG range of parking control and event and stadia pedestrian access control equipment in the UK. APT Skidata people access products include solutions for stadia, leisure attractions and other sporting arena access management, providing maximum flexibility through a secure, controlled admissions procedure. The latest software architecture coupled with industry-standard operating systems ensures the modular structure integrates with third-party ticketing and CRM installations. Also as a specialist provider of parking and revenue management systems, APT Skidata has a wealth of experience in interfacing with third-party ticket types and data carriers. APT Skidata parking products are installed at many shopping centres, airports and city centre car parks throughout the country. The company's dedicated sales and project management teams can advise and support on installation and are backed up by customer support engineers providing reliable and flexible service and maintenance contracts. APT Skidata is part of the APT Controls Group of companies.

www.apcontrols.co.uk/apt-skidata/

Candidate Manager



Candidate Manager is a solutions provider specialising in the world of web-based recruitment management systems. As a global leader within the market, our solutions support organisations from all over the world – across Europe and extending to North America and the Asia Pacific region. Implementing our dedicated and innovative software will enable you to streamline your recruitment process and drive down related costs. Clients include Manchester United FC, Everton FC, Hilton Hotels and Gordon Ramsay Holdings.

www.candidatemanager.net

Compass Group



Compass Group is a market leader in providing food and a range of selected support services to customers in the workplace, in schools and colleges, in hospitals, at leisure or in remote environments. We bring together the combined strength of a group that operates in around 62 countries, with more than 360,000 employees, to deliver the same superior standards of service globally, daily, personally. While still a relatively young company in its current form, Compass Group can trace its roots back over 60 years. The many businesses that have joined the Group since then have contributed to this rich heritage and shaped the personality of Compass as it stands today. Although we have come a long way from these humble beginnings to become the international business we are now, the commitment of our people to our customers, the quality of our service and our spirit of innovation remain constant features of the Group's development and will continue to be so going forward. Compass Group's experience in catering in the leisure sector can be traced back over 100 years and we have built an enviable reputation during that time. Our specialist teams operate at many of the leading venues in the UK, from sports stadia and conference centres to buildings of cultural and historical importance. We also provide high-quality hospitality packages at some of the world's most prestigious sporting and cultural events, and we maximise venue revenue through a dedicated team who market and sell conference and banqueting space for our clients. www.compass-group.com

EVMI



EVMI was founded in response to the growing need for professional education and career development for individuals and venues. Today's multifaceted venue management role requires professional training – preferably delivered by today's experts for tomorrow's practitioners. Uniquely EVMI programmes take into account the diverse cultural, financial and organisational structure of the European and international markets – and so deliver practical, knowledge-based training.

EVMI's mission statement: To be the school of choice for venue management professionals worldwide.
www.evmi.org

Iris Software4Sport



Iris Software4Sport develops the only fully integrated management system for sports clubs and venues that puts the customer at the heart of the operation and provides a holistic view of all related transactions. Talent Sport is used by numerous blue-chip clients to manage ticketing, web sales, CRM, automated telephone sales, corporate sales and hospitality, membership, loyalty, merchandising and mail order, financials and reporting. Customers include Premiership clubs such as Manchester City, Everton, Liverpool, Hull, Newcastle and Sunderland; clubs from the Coca Cola Football Leagues; numerous Rugby League and Rugby Union clubs; national and international sports arenas, governing bodies and membership associations. This complete and robust solution withstands the increasingly challenging demands of web selling and ticketing, and allows clubs to achieve a fast ROI, best demonstrated by customer retention rates of 98%, which are recognised as some of the highest in the software industry. Iris Software4Sport is part of the Iris Software Group, the largest privately owned software business in the UK, delivering regulatory, accounting and full service solutions to well over 60,000 UK businesses, with 75% of Premiership Clubs using Iris Solutions. Revenues are well over £100m and the business employs 1200 staff. www.computersoftware.com

payment solution AG



payment solution AG provides integrated cashless payment solutions for stadiums, arenas, theme parks and other leisure and entertainment venues using multifunctional customer cards and RFID technology. Apart from technology and services, payment solution AG also offers a unique operator model. payment solution AG provides a cashless system in a full service package that includes POS and all operational services such as manpower management, cash clearing and coverage of all bank legislation and requirements. Under its own payment brand 'justpay' (or 'cashless payment' in the UK) payment solution AG offers a standardised internet platform and services e.g. for card sales, top-up and card administration. All these services are supplied without any investment and without any risk for the client. payment solution AG – we create convenience. www.paymentsolution-ag.com

Technobars



Technobars has developed and proved an automated draught beer dispense process for the stadium market. Technobars manages the complete process including installation, event day operational support and servicing. The technology has the ability to split the transaction and automate the draught beer dispense cycle to increase output and achieve huge cost efficiencies and enhance the customer experience. The system allows for new refreshment purchasing options and segregated purchase points to ultimately increase revenue. Technobars works closely with the client in delivering added-value bar services to the customer, including online purchases, added-value season ticket concession sales and a 45-second promise from payment to refreshment. Technobars offers you: improved product quality and consistency; increased sales with better margins; reduction in queuing and serving times for customers; improved inventory management; elimination of shrinkage and wastage; increased throughput; increase in serving areas; reduction of human resources. The main function of the Technobars system is to serve multiple beers quickly and in rapid succession in line with demand. With its additional processing technology at the point of sale, the system is able to remotely process orders and deliver the order at any dispensing unit.

VeriLan



Coventry-based VeriLan Technologies is a major player in the development and maintenance of IT infrastructures for football stadia. Established by Andy Dillon in 1995, the company has evolved from dealing with PC software and hardware problems to implementing rounded IT infrastructures at major stadiums. The company's first links with the football industry go back to when Andy was called in to design an infrastructure and implement a ticket system at Coventry City FC's old Highfield Road ground. With a growing reputation, Andy was called back by Coventry City to do some work on their new ground, the Ricoh Arena. It was a massive project but Andy jumped at the chance and the company was offered a substantial contract over five years. The company's responsibilities include the maintenance and upgrading of all IT systems within the £113 million flagship complex – from computers to car park access controls, and from telephones to turnstiles and audio-visual technologies during live concerts. Additionally, VeriLan Technologies is responsible for the IT operations of four different companies within the site: Arena Coventry Ltd, Coventry City Football Club, Compass Catering and the Premier Club as well as developing the e-commerce systems for Coventry City Football Club and supporting the platforms for the hotel and the recently launched Isle of Capri casino. It is a huge project, but one that has been fully embraced by Andy Dillon and his team. www.verilan.co.uk

ATTENDEES

Title	Position	Organisation	Country
Abdullahi Abubakar	CEO	Sports Solutions Limited	Nigeria
Paul Anderson	Intl Business Dev Mgr	Barco NV	Belgium
Ed Baker	Director	Sky Blue Sports & Leisure	UK
Thomas Baur	Board Member	Payment Solutions AG	Germany
Robert Benadie	Executive	SAIL	South Africa
Jonathan Bibby	Business Dev Manager	IMI Cornelius UK Ltd	UK
Ben Biffen	Sports Management Student	Bournemouth University	UK
Jean-Pierre Blazek	Sales Manager	UKIP Media & Events	UK
Vincent Bobin	Stadium Development Manager	Olympique de Marseille	France
Henrik Brandt	Director	Danish Inst Sports Studies	Denmark
Leigh Brooks	Head of Marketing	Watford FC	UK
Brian Burgess	Director	Brentford FC	UK
Ross Burling	European Sales Mgr Sports	Barco NV	Belgium
Diogenes Alberto Castro	Consultant	WT Football	Brazil
Cenk Cem	Stadium & Security Manager	Turkish Football Federation	Turkey
Dmitriy Chernyavskiy	General Director	NSC Olimpiyskiy	Ukraine
Oleksandr Chub	Chief Architect	Kharkivproject Institute LTD	Ukraine
Sid Clark	Director Projects 2010	City of Johannesburg	South Africa
Francois Clement	Associate	HOK Sport Architecture	UK
Giles Clifford	Head of Finance	Wembley National Stadium	UK
Jeff Clewes	Associate Dean	Coventry University Business School	UK
Liz Cooper	Marketing Director	Ricoh Arena	UK
Brian Crew	Supply Chain Director	Live Nation Ltd	UK
Katia D'Avanzo	Lawyer	Studio Legale D'Avanzo	Italy
Jon Davis	Former Senior Retail Manager	Manchester United FC	UK
Laura Deering	Investment Manager	SISU	UK
Glenn Delve	Group Managing Director	Rose Bowl plc	UK
Andy Dillon	Proprietor	Verilan Technologies	UK
Adrian Downhill	Director Business Dev	Delaware North Companies	UK
Marek Drabczyk	Board Member	Legia Warszawa FC	Poland
James Drewett	Sales Director	Audienceview Ticketing	UK
Cedric Dufoix	Director External Relations	Olympique de Marseille	France
Paul Farmer	Head of IT	Arsenal FC	UK
David Farooqui	Director of Sales	IMI Cornelius UK Ltd	UK
Jenny Forbes	Business Development Manager	Goodform	UK
Walter Gagg	Director	FIFA	Switzerland
Chris Gammon	Director	Brentford FC	UK
Jordan Garbutt	Business Development	ProZone Sports Ltd	UK
Simon Gibb	Assistant Secretary	Marylebone Cricket Club	UK
Daniel Gidney	CEO	Ricoh Arena	UK
Laura Graham	Assistant Director	PricewaterhouseCoopers	UK
Richard Hollingsworth	Head of IT	Aston Villa FC	UK
Jacky Isaac	HR Director	Ricoh Arena	UK
Glenn Jackson	Managing Director	Talent & Consensus	UK
Steve Jones	IT Manager	Marylebone Cricket Club	UK
Sergii Kachynskiy	Chief Economist	NSC Olimpiyskiy	Ukraine
Adam Kalata	Operations Director	BIEG 2012	Poland
Alpaslan Kavas	Facilities Manager	Turkish Football Federation	Turkey
Tony Keohane	GM – Emirates Stadium	Delaware North Companies	UK
Viktor Khachykian	Deputy Director General	NSC Olimpiyskiy	Ukraine
Richard Knight	Stadium Director	RFU	UK
Jeff Koets	VP Sales & Marketing	AudienceView Ticketing	UK

ATTENDEES

Title	Position	Organisation	Country
Janusz Kopaniak	Director	Warsaw Sport & Leisure Centre	Poland
Nathan Kosky	Commercial Director	Coventry City FC	UK
Mario Leo	General Manager	Result Consulting GmbH	Germany
John Lewis	Festival Retail Director	Live Nation Ltd	UK
Steve Lowing	Sales Executive	Agilysys	UK
Ken Mason	Technical Bus Dev Manager	IMI Cornelius UK Ltd	UK
Tito Livio Maule	Managing Director	WT Football	Brazil
Paul Mccusker	Chief Executive	Candidate Manager Ltd	UK
Andrew Melville	Operations Manager	National Exhibition Centre	UK
Szymon Michlowicz	Stadia Coordinator	City of Krakow	Poland
Leszek Miklas	President	Legia Warszawa FC	Poland
Bernie Mullins	Principal	The Aspire Group Inc	USA
Anthony Mundy	Facilities Director	Ricoh Arena	UK
Dermot Murphy	Managing Director	APT Skidata	UK
Pumelele Ndoni	Deputy Executive Mayor	Nelson Mandela Bay Metro	South Africa
Tony Nikolic	Head of Event Services	Wembley National Stadium	UK
Ian Nuttall	Founder	Stadia Magazine	Italy
Masalamani Odayar	Finance Portfolio Ctrl	Nelson Mandela Bay Metro	South Africa
Peter Oliver	Director	Green 4 Solutions Limited	UK
Pawel Opach	Deputy Director Euro2012	City of Krakow	Poland
Brian Paiva Da Silva Lima	Economist	Independent	Brazil
Lee Pinder	Arena IT Manager	Verilan Technologies	UK
Matthew Prosser	Strategic Sales Manager	Micros-Fidelio UK Ltd	UK
Uri-jair Rangel	Director	Multimedios Redes	Mexico
Ray Ranson	Chairman	Sky Blue Sports and Leisure	UK
Graham Richards	City Manager	Nelson Mandela Bay Metro	South Africa
Trevor Roberts	VP Sales & Marketing	Agilysys	UK
Stuart Robertson	Commercial Director	Rose Bowl Plc	UK
Wojciech Rokicki	Stadium Coordinator	PL2012	Poland
Mo Sahid	Finance Manager	Compass Group	UK
Rod Sheard	Senior Principal	HOK Sport Architecture	UK
Ronald Stephenson	Finance Director	City of Johannesburg	South Africa
John Street	Financial Controller	Coventry City FC	UK
Heinz Peter Stromsdorfer	Board Member	Payment Solution AG	Germany
Artem Sukhorukov	Stadium Manager	Football Federation Ukraine	Ukraine
Pawel Szymajda	Sports Program Coordinator	National Sports Centre Ltd	Poland
Nikolaos Thanopoulos	CEO	AEK FC	Greece
Neil Theuma	Technical & Facilities Manager	RFU	UK
Jos Van Der Heijden	Managing Director	Van der Heijden Consultancy	The Netherlands
Scott Vickers-Willis	General Manager	Telstra Dome	Australia
Zafeiria Vogiatzi	Architect	Elastic Architects	Greece
Sergii Volik	General Director	OJSC Metalist FC	Ukraine
Sven-Ake Wikers	Managing Director	ArenaProjekt	Sweden
Joanne Willetts	Retail Director	Compass Group	UK
Danny Wilson	Sponsorship Manager	Manchester City FC	UK
Robert Wojtas	Vice Chairman	National Sports Centre Ltd	Poland
Tracey Wright	Head of Ticketing	Watford FC	UK
Stuart Wright	Head of IT	Chillfactore	UK
Lukasz Wysocki	Stadium Operations Manager	National Sports Centre Ltd	Poland
Pierluigi Zacheo	Project Specialist	Stadium Development	Italy

*Correct at 13/11/08. E&OE



FAST & FURIOUS

Visitors to the Ricoh Arena, the UK's first cashless stadium, are using smartcards for quick access and rapid payment, boosting revenues and improving customer satisfaction

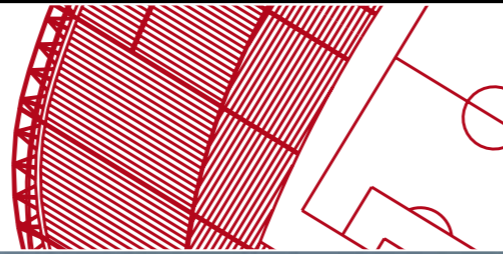
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