

AMSTERDAM **ArenA** ADVISORY



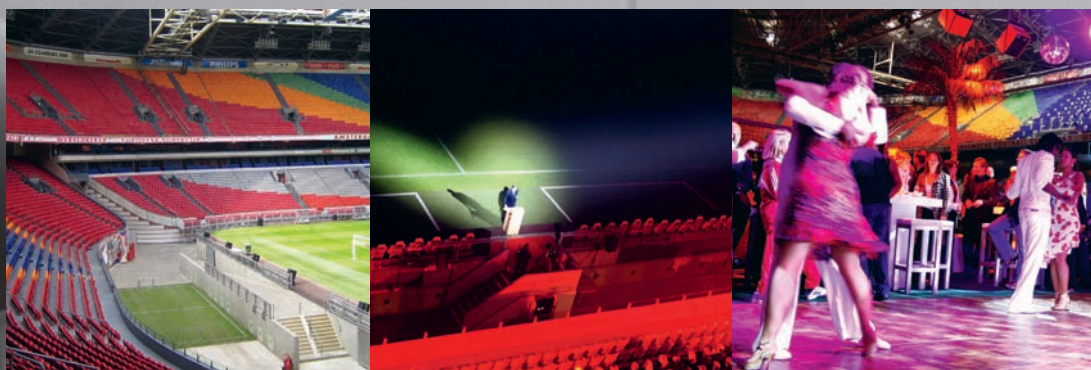
AMSTERDAM
ArenA

CONSULTANCY THROUGH EXPERIENCE

Introduction to the company

Amsterdam ArenA Advisory is the consultancy division and a full subsidiary company of the Amsterdam ArenA. This stadium is the first true multifunctional stadium in Europe, equipped with a large retractable roof, and home of the world-famous Amsterdam Football Club Ajax. Its flexible design allows it to host a vast range of football, other sports, musical, theatrical and promotional events as well as providing outstanding conference and corporate entertainment facilities. Entertaining approximately two million visitors in more than 80 events per year, Amsterdam ArenA comes out as Europe's most successful multifunctional stadium.

The development of the Amsterdam ArenA is a good example of a valuable Public-Private-Partnership where the need for commercial success was successfully integrated in an urban development and social regeneration project.



The Advisory are a team of specialist consultants, project managers and (interim) managers for planning, development and operation of sports and entertainment venues. We gained our knowledge on the job in the Amsterdam ArenA. After developing the Amsterdam ArenA, today we can be proud of having operated it successfully for over ten years. All this knowledge, obtained on the job, offers our clients an exceptional wealth of experience.

We have been engaged as expert consultants by clients in Europe, Asia, South America, Africa and the U.S.A. We have been and are currently involved, as consultants or client representatives, for the development or reconstruction of venues for Euro 2000, Euro 2004, FIFA World Cup 2006 and the Beijing Olympics, among others. Furthermore we have been and are on the inside in preparing and assisting prospective host countries for Euro 2012 and the FIFA World Cups 2014 and 2018.

Our clients are: football clubs, stadium owners, stadium operators, event promoters, general contractors, project developers, investors and governmental agencies. We like to stress that we provide services for clients involved with large, but also small stadiums or venues.

Stadium development

Amsterdam ArenA Advisory, as independent consultants, recognize and understand exploitation requirements (e.g. interaction of multifunctional use and football). We understand through experience that a long term successful project is only possible through focusing on both development and management.

We are able to create sustainable and profitable football and entertainment venues that increase the operational income and strengthen the competitive power of our clients. Our involvement can stretch through all project phases from the first initiative of our clients to the final handover. New venues often involve mixed urban developments in which we seek synergy in finance and operation.



Areas of expertise:

- **Stadium concept:** feasible business concept largely determined by the degree of multifunctionality (football stadium or multifunctional venue) and the interaction with the surroundings, based on local market research
- **Marketing strategy:** strategy to optimize revenues
- **Business model investment:** financing structure aiming at maximizing the equity component (funding) and minimizing the operational (financial) risk
- **Business model operations:** cash flow forecasts and income statements to optimize the operational result, determination of Return on Investment (R.O.I.) and Internal Rate of Return (I.R.R.)
- **Program of requirements:** description of all functional, organizational, spatial and technical requirements, determining specific aspects such as the future logistic flows, security compartments, catering facilities, multiple use of surface etc.
- **Urban masterplan:** visualization of the relation and interaction between the stadium and its surroundings, including aspects such as infrastructure, public transport, land usage, land and property development
- **Conceptual design:** visualization of the Program of Requirements (including aspects such as multifunctionality, logistical flows, safety and security) and starting point for the subsequent architectural design
- **Design review:** analysis of the design of new or existing stadiums regarding design aspects of any kind (e.g. logistics, safety and security, multifunctionality, technical aspects) to identify possible improvements
- **Project management:** achieving required quality within the constraints of planning and budget, making use of information and organization.

Event concept development

Amsterdam ArenA Advisory are able to provide you with numerous event concepts. Some have been turned into profitable events in the ArenA or elsewhere, others are still in the conceptual phase.

Venue management

The Amsterdam ArenA is a profitable stadium, a rarity among its kind, with an operational net profit of about 10% of its turnover. With a healthy interaction between multifunctional use and football the number of events rises each year. Having operated the Amsterdam ArenA successfully for ten years our consultants are able to increase the operational income and help our client improving their competitive power by sharing our knowledge on all dedicated areas of stadium management. These areas focus on making effective use of the building, having the facility comply with user requirements and demands of investors and operating the stadium in a safe and secure manner.



Areas of expertise:

- **Organization and management:** setting up or improving stadium management, organizational structure, internal processes
- **Stadium operations:** safety, security & ticketing processes & procedures, event management, stewarding system, risk management, terrorism protection strategy, crisis management
- **Recruitment and training:** customized job descriptions and profiles, training of management in the Amsterdam ArenA and on the job, steward and security training
- **Hospitality & catering:** catering and hospitality concepts, logistical planning
- **Facility management and ICT:** maintenance strategy, processes & procedures, R&D, stadium improvements, investment planning, purchasing, cleaning, waste management
- **Field management:** climate analysis, measures to optimize growing conditions, maintenance strategy, returfing, artificial turf, selection of suppliers
- **Marketing and sales:** strategic contacts with content providers, extension of commercial network, contracts with tenants, client relations management, broker of events.

Interim stadium management

Amsterdam ArenA Advisory offers specific interim management solutions for your venue. Experienced interim managers, with the expertise you request, could be supported by our team of consultants.



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