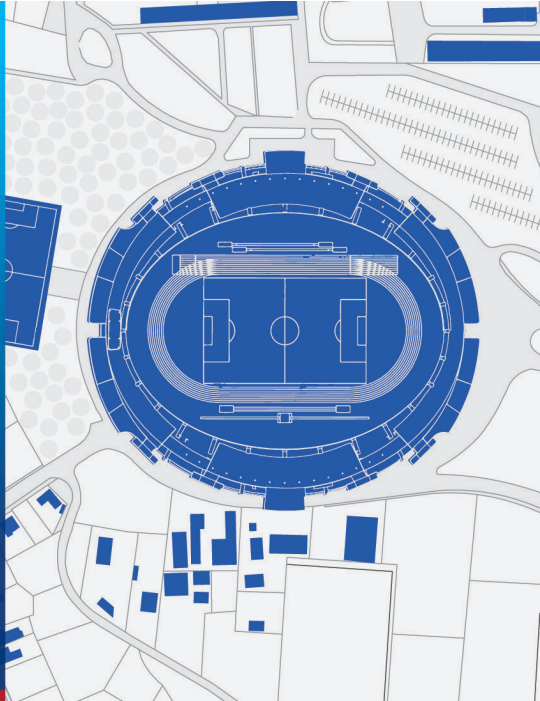


We transform Stadiums to Destinations

- › Partner identification and facilitation
- › Visitor flow and experience optimisation
- › Exhaust potential target groups
- › Integrated mixed-use approach
- › Attractivity and differentiation concepts
- › Branding and sponsoring
- › Hotel planning
- › Assessment of retail potential
- › Kids and family edutainment
- › Contertainment (MICE)
- › Match day optimisation
- › Non-match day optimisation
- › Integrated health concepts
- › Museum/Experience World concepts and optimisation



While classic sports destinations usually have a seasonal business model, the Sports Destination Alliance is developing differentiated solutions in order to generate frequency and profit on 365 days a year.

With mixed use strategies and a higher level of diversification stadiums are becoming more independent from the core business, are developing new revenue potential and position themselves stronger in the competition.

With an intelligent, across-sectors connection of sports, entertainment, business and other forms of mixed-use, the Alliance is optimising the economic profitability on different layers by developing additional usage potentials up to the integration of the spatial environment.

The experts of the Alliance develop the positioning and visions for destinations, optimise processes and visitor experiences, develop access to new target groups, create synergies, initiate the development of new business fields and coope-

rations. With the development of new revenue potentials clubs become more independent from success in sports and have a stronger position in the competition.

The requirements for sports facilities and destinations are becoming more and more complex due to constantly growing competition and ask for a more holistic approach concerning the development and planning of sustainable solutions. Single companies usually do not have the know-how and competence needed for such a networked planning procedure. A planner or architect can plan a stadium, but will probably fail when it comes to the complexity of a cross-sector mixed-use destination. The Sports Destinations fulfills this criterium with experts from the fields branding and strategy, real estate and destination development, process optimisation, visitor experience and project management.

At the FUTURE OF FOOTBALL BUSINESS-Conference 2019 the partners of the Sports Destination Alliance will be discussing with other experts and visionaries from football business which factors of success can make clubs and modern stadiums economically strong and independent taking a closer look at the following theses:

Entertain or die

In order to remain competitive, arenas must deliver a top experience and highest quality of stay. Rising competition pressure is constantly demanding larger investments in infrastructure and fan experience. On one hand, the frequency, duration of stay and monetisation poten-

tial on a matchday can be increased by that. On the other hand, the rising investments for infrastructure and experience cause a higher refinancing risk. Therefore it has to be thought about how the investments can help to improve monetisation. Optimised price structures, rising stadium capacity utilisation and increased duration of stay are only some aspects of that. It will be essential how the economic utilization of the real estate can be increased outside of the core business. This thought leads to the second thesis.

Mixed Use - from Stadium to Destination

Monocultures are becoming extinct: exclusively focussing on sports as a core product does no longer create enough capacity utilisation and frequency to compensate the rising real estate costs. The strategy “from stadiums to destinations” creates new revenue possibilities and potentials for the future. Therefore an across-sector approach is necessary to some extent and it also has to be thought about the spatial environment. Besides “hard” factors like for example the integration of further entertainment components or the construction and operation of a congress hotel, it is also adequate to think about strategic cooperation and the lifting of synergy potentials.

Digital Integration

Data is playing a constantly bigger role as a resource of the future in monetisation strategy and efficiency maximisation of arenas with the intelligent stadium becoming a standard. In this process digitalisation must not become an end in itself, but should follow a clear strategy. The objectives are an optimisation and individualisation of customer experiences,

an improvement of internal processes and controls and the collection of relevant data streams for the purpose of a permanent improvement of the offered experience.

The better the experience the higher the possibilities.

„It was a brave step and a big challenge to engage in the destination concept, especially for a club like SCR Altach that has limited manpower. We are very happy to have taken this path together with the experts from Steilpass and Sports Destination Alliance. In an intense process including controversial discussions a very coherent concept has been worked out for us. The 365 days use of the stadium and the whole areal will be the most important project of the growing strategy we are working on. We have got to know possibilities that create huge additional value and deliver great monetisation potential. I can only recommend to all clubs and stadium operators to deal with this topic.“



Christoph Längle
Executive Director,
CASHPOINT
SCR Altach

Partners of the Sports Destination Alliance

Steilpass

The communication and strategy consultation with headquarter in Stuttgart is specialised on the development of brand and destination strategies. The key topics are overall strategy, positioning, development of new target group potentials, profit optimisation, pricing strategy and monetisation of hospitality and fan experience.

Maxmakers

A Swiss based development advisory firm providing business planning and project development services, covering a broad range of mixed-use real estate and destination projects, optimising new or existing projects to achieve superior performance. Result: Maximised investor return and minimised project risk.

Drees & Sommer

The real estate consultation company with headquarter in Stuttgart is an experienced partner for planning, construction and operation and is an expert in the fields of project management, development consultation, master planning and quartier and urban development. The objective of the construction experts is to develop stadiums and sports facilities to economic, sustainable and attractive places.

Blackforesters

The strategy consultation company for customer and visitor experience analysis has experts working in the fields of brandlands, museums and private recreational facilities and is focussed on visitor experience analysis and the increase of attractiveness of experience facilities.

365

On an average, 17 to 20 home games, a few concerts and perhaps 30 conferences per year take place in a sports stadium. The rest of the time it does not generate any financial return. With our holistic approach, we integrate stadiums into urban quarters and turn them into multifunctional, attractive destinations. The aim is a future-proof solution ensuring the venue is busy 365 days a year.

For further information please check www.sports-destination.com

Steilpass
the brand experience consultants

MAXMAKERS™
Destination & Development Advisory

DREES & SOMMER

BLACK FORESTERS
UNTERNEHMENSBERATUNG

**SPORTS
DESTINATION
ALLIANCE**