

Main references stadium development

Amsterdam ArenA, Amsterdam, Netherlands, 1996 - present

Client: Stadion Amsterdam N.V.

Management and development of the 52.000 seater multifunctional stadium with retractable roof. Homebase for AFC Ajax, hosting in total more than 80 events per year. One of the very few venues of this size worldwide that are profitable.

Services:

We have managed the entire building process of the Amsterdam ArenA. We have worked through all phases of the project, from the initiation phase up to the construction phase. We have been involved in, amongst others in developing the stadium concept, business planning, financing scheme (we have set-up a unique system of certificate holders in order to co-finance the stadium), catering & banqueting concept and the sale of commercial and supply rights.

We have also set up the entire stadium management, of which most team members are presently still part of the organisation. As part of the overall management of the Amsterdam ArenA we have, amongst other things, developed the commercial plan. We have achieved a record increase in attendance in moving Ajax to the ArenA (from an average attendance of 13.000 to an average attendance of 49.000, until this moment).

We are responsible for, a.o.: exploitation of the venue, maximisation of the use of the venue, by using commercial concepts and developing new event concepts. Our activities also include event management, contingency planning, crowd management, communication, maintenance and cleaning, financial management, hospitality, banqueting and catering.

Music Dome, Amsterdam, Netherlands, 2000-2002

Clients: Amsterdam ArenA and Mojo Concerts (Live Nation)

Development of a new indoor arena (12.500 seats) for music, dance, sports and entertainment, year of opening: 2012

Services:

This new indoor venue in the near vicinity of the Amsterdam ArenA will be the next step in the development of the area into an entertainment district. During the preliminary phase of the Music Dome project AAA has been in charge of the project as project manager. As consultant AAA contributed to the concept development. The operational feasibility and its market analysis showed a profitable market for mid-size music events for a visitor range exceeding the nearby located Heineken Music Hall (>5.000 visitors) until 12.500 visitors. This asked for a versatile indoor accommodation. This concept was translated into a conceptual design.

During this phase of developing a conceptual framework and analysis of the operational feasibility all stakeholders (municipality, developers, promoters, etc.) were heard and all input was gathered into a final document determining the proceeding of the project.

Olympic Stadium, Beijing, China, 2002-2003

Beneficiary: BOCOG, Client: Beijing Construction & Engineering Group (BCEG)

Development of the 2008 Olympic Stadium (100.000 seats), with extensive integrated retail and leisure facilities, year of opening: 2008

Services:

AAA took part in one of the consortia tendering for the DBOFT (design, build, operate, finance, transfer) contract for the Olympic Stadium. First we analysed the Herzog & De Meuron stadium design from an operator point of view and optimised its logistics. Secondly we analysed the stadium, the Beijing market and its opportunities to generate revenues. We contributed to the feasible DBOFT business case by developing a stadium concept that would generate revenues. Our ideas were summarised in a detailed operational plan for 30 years.

Valencia Stadium, Valencia, Spain, 2005-2006

Client: Valencia CF

Development of a new 75.000 seater multifunctional Olympic-size stadium for Valencia CF, including 40.000 m² shopping center.

Services:

Valencia Football Club headed a competition for the development of the stadium concept, business plan, financing plan and design of their future multipurpose stadium and adjoining shopping center in the city of Valencia. The team including Amsterdam ArenaA Advisory and Evata won this international competition. We were responsible for the winning stadium concept, business plan and stadium exploitation model. Subsequently to this competition, plans for the stadium were changed by the municipality of Valencia.

Stadium Recife-Olinda, Recife, Brazil, 2005-2006

Beneficiary: Olinda Municipality, Client: E.V.D. (Dutch Ministry of Economic Affairs), Netherlands

Development of a new stadium (30-40.000 seats) for the area.

Services:

Together with local architect PTZ, several sites were thoroughly analysed. Consequently a site masterplan was designed for the preferred site between Recife and Olinda. An operational model was drafted with the input of both public and private stakeholders. The cash flow predictions were based on local market research, agreed assumptions and showed several sources of income next to rental income of football matches. The business model focused on breaking even the revenues and maintenance costs to maintain the best possible state of the premises during its life cycle. A sound financing structure was designed based on both public and private sources of equity. A conceptual design was realised that was during some period of time part of the Brazilian bid to become host for the FIFA World Cup 2014.

Aslantepi Stadium, Istanbul, Turkey, 2007

Client: Galatasaray Spor Kulubu

Services: Review the club's estimates of the cash flows of stadium operations by comparing these with other stadiums and by using our financial models. Investigating the opportunities for a multifunctional retractable roof (capacity: 50.000 seats).

Panathinaikos Stadium, Athens, Greece, 2005-2007

Client: Panathinaikos FC

Development of a new multi-functional stadium (40.000 seats).

Services:

Together with the client we have developed the exploitation model and business plan. Based on this plan we created a functional design of the future stadium. Part of the contract for the development and long-term lease of the new stadium, between the Municipality of Athens and Panathinaikos Football club, was the functional program of requirements. This program, developed by AAA, described the requirements of Panathinaikos, as operator and as user, regarding the new stadium and the in-house parking facilities. The document anticipates on the future growth of and developments in the club and football industry. Other main aspects in the vision on the stadium are minimisation of operational costs and maximisation of income, safety and security in the design, flexibility and versatility of the building.

Grêmio Stadium, Porto Alegre, Brazil, 2006-2007

Client: Grêmio Football Porto Alegrense

Advice on whether to build a new stadium (50.000 seats) or to reconstruct the current one.

Services:

We offered strategic advice whether to reconstruct the current stadium, build a new stadium (50.000 seats) on the current site or build a new stadium on a new site. All three options were thoroughly analysed. Sites were investigated and new stadium plans were made part of an integral urban development project. In the Masterplans the logistic flows around the stadium, the openness of the public space and the profitability of neighbouring developments were taken into account and well combined.

To create a self sustainable venue for Grêmio AAA developed a stadium concept based on the clients wishes and detailed local market research combined with the analysis of operational cash-flows, threats and risks. A project planning was drafted and a financing structure, consisting of only private investments, was designed. The concept was translated into a functional design of the new stadium, consisting of plan views, cross sections and 3D images.

As a result, the concept is expected to lead to a well operatable and self sustainable venue where multiple different scale sporting, musical, theatrical and promotional events will be held per year.

Stadium Spartak Moscow, Moscow, Russia, 2007-2009

Client: Stadium Spartak LLC

Development of a new multi-functional stadium complex consisting of a football stadium (42.000 seats) and a multifunctional indoor hall with a full size football field (capacity 12.000 seats).

Services:

We have reviewed the final design of the stadium complex of Spartak Moscow. The review focuses on future operations. The following aspects are investigated: logistics, functionality, maintenance & technical issues, UEFA requirements, safety and security and future maintenance. Furthermore the internal interaction and synergy between the hall and the stadium was investigated, as well as multifunctional use of the indoor hall. Recommendations were presented to further optimise the design.

Baltic Arena, Gdańsk, Poland, 2008-ongoing

Client: Biuro Inwestycji Euro Gdansk 2012 Sp. (BIEG)

Development of a new multi-functional stadium (44.000 seats), year of opening: 2011

Services:

1. We reviewed the feasibility analysis and functional program, prepared by Ernst & Young, in order to ensure that all opportunities and threats were recognised and taken into account well. Our primary focus was set to the lifetime operations after EURO 2012. The following aspects were reviewed: overall vision on stadium development, vision on building and operation, stadium site and environment, transportation and logistics in the stadium area, marketing and positioning of the stadium, juridical setup stadium entity, income and expenditure, commercial rights and risk analysis.
2. We evaluated the masterplan and stadium design from an operator point of view during several design phases, actively participated in technical meetings, developed the requirements for mass events and specific equipment, performed a check on UEFA requirements, identified business opportunities, developed a marketing concept for the stadium (to support a.o. the sale of the naming rights, supply rights), developed the operational concept including the optimised expenses and revenues, developed the gastronomy and catering concept and prepare the cooperation model, related procedures and contract guidelines with main tenant Lechia Gdansk and other prospective tenants.

Swedbank Arena, Sweden, 2006-ongoing

Client: Nya Nationalarenan (City of Solna & Swedish Football Association)

Development of a new multifunctional stadium (50.000 seats) and establishing stadium management, year of opening: 2011

Services:

We have provided a reference business plan and an extensive review of the current design. Over time we have organised workshops for specialists in the design team, management team and governmental organisations regarding starting points of feasibility analysis, stadium planning, safety & security, event planning, in- & outsourcing strategies, financing, multifunctional retractable roof etc.

2nd City Center Venice, Venice, Italy, 2008-2009

Beneficiary: Casino of Venice, Municipality of Venice, Client: Marco Polo S.p.a.

Masterplan development for a 2nd city center including a stadium

Services:

We developed the framework masterplan for an area that will become part of the 2nd city center of Venice and is adjacent to the area reserved for development of the new casino and hotels. A stadium and other leisure and entertainment facilities could be located in this area of about 50ha, conveniently located close to the Venice airport. We furthermore assessed the technical, economical and financial feasibility of the area development.

Main references venue management

Estádio José Alvalade, Lisbon, Portugal, 2000-2002

Client: Sporting Clube de Portugal

Development of a new multi-functional stadium (50.000 seats) and integrated retail and leisure facilities, year of opening: 2003

Services:

We have supported the club in developing a future-proof stadium concept. We have based our advice on a feasibility study in which the operational business model and the financing structure play an important role. We advised on the commercial exploitation and, more specifically, the marketing of suites, premium seats and sponsor packages (incl. catering). In the last phase we assisted in the establishment of the operational organisation and the implementation of the Euro 2004 requirements.

Development of audit system, Zeist, Netherlands, 2001-2002

Client: KNVB (Royal Netherlands Football Association)

Development of a stadium and event audit.

Services:

We were responsible for the development of an integral stadium and event audit as a crucial component of KNVB's licensing for professional football clubs. We organised the workshops, training program and instruction manual for the auditors. The first year of operation of the audit took place under our supervision. After one year the entire operation and model were positively evaluated. As of today the basis of this model is used by the KNVB and by the UEFA.

Euroborg Stadium, Groningen, Netherlands, 2004-2007

Client: Euroborg N.V.

Development of a 20.000 seater stadium for FC Groningen, with integrated commercial functions (supermarket, cinema, casino and offices), year of opening: 2006

Services:

The business plan of the stadium was developed and based on an operational cash flow model. We filled in the interim management position for two years, starting six months before the official stadium opening until June 2007. As the representative of the stadium owner we were responsible for drafting and negotiating the rental agreement between the owner (the city of Groningen) and the anchor tenant, FC Groningen. We set up the facility management. Its strategy focused on daily maintenance, periodical maintenance and event related maintenance. The interim manager was responsible for managing the accommodation process, obtaining all necessary licenses and permits and organising test events with the emergency services.

Cape Town Stadium, Cape Town, South Africa (2009-ongoing)

Client: SAIL/Stade de France Consortium

Services: Strategic and operational training of selected management team members of this FIFA World Cup 2010 stadium. Training performed in Amsterdam.

Italian Euro 2012 bid, Italy, 2006-2007

Client: FIGC (Italian Football Federation)

Assisting in the preparation of the Euro 2012 bid documents for UEFA

Services:

We supported the Italian FA in all stages of the bidding process. We analysed all stadia with respect to match organisation and we prepared event layouts for each stadium. These are included in the bid documents. Estimates of the operational costs per stadium (eg. security, stewarding, cleaning) were provided.

We advised on the Euro 2012 safety & security concept. One of the aims of the Italian bid phase was improving the safety and security in and around the Italian stadiums. Therefore, our consultants performed an audit of all involved stadiums based on the highest international standards. Based on this on site check a safety and security concept was developed for each separate stadium including aspects as implementation of electronic access control, CCTV, set up and operations of the control room (and its equipment).

Donbass Arena, Donetsk, Ukraine, 2007 - 2009

Client: Stadium Shakhtar Ltd.

Development of a new multifunctional stadium (50.000 seats) and establishing stadium management, year of opening: 2009

Services:

Amsterdam Arena Advisory was asked to perform a quick scan on the final design of the EURO 2012 stadium to ensure an optimal design from an operator point of view and to meet the Euro 2012 requirements and the current and expected future international standards. A team of experts reviewed the logistics, the functional set up and technical aspects of the design. Suggestions for design changes or specifications were discussed with the local project management team. During the last year of construction we advice on operation related issues on a case to case basis.

We were asked to set up and prepare a management organisation to run the stadium. We supported FC Shakhtar in the selection of the stadium director. The stadium director was trained intensively in Amsterdam during two weeks. His team was also trained in the Amsterdam Arena one year later. All aspects of stadium operations were involved (event management, facility management, commercial management etc.). The management was supported in business and operational planning by a.o. providing them with processes and procedures regarding overall management, operations and facility management. Training programs were developed for the stewards and security personnel. The training was performed on the job in Donetsk. We assisted in operational planning and supported the operational management during the test events, dress rehearsal and the official opening of the stadium.

Development of a new audit system, Zeist, Netherlands, 2009–ongoing

Client: KNVB (Royal Netherlands Football Association)

Development of a new stadium and event audit.

Services:

The audit that has been developed in 2002 has proved to be a success, however a new system is needed to offer the Dutch professional football teams to tools to improve their match organisation and safety & security in particular.

Other references

National Stadium Complex (80.000 seats), Accra, Ghana, 1998-1999
Beneficiary: Ministry of Youth & Sports, Client: Philips Projects BV
Master Plan, feasibility study, program of requirements and sketch design for all facilities.

Olympiastadion (76.000 seats), Berlin, Germany, 1999–2000
Client: Walter Group Project Management and Financial Services GmbH
Feasibility study of the renovation, project management advise, operational cash flow model, operational organisation.

Stadion im Nordpark (30.000 seats), Mönchengladbach, Germany, 2000
Client: Walter Group PM and Financial Services GmbH
Advise on program of requirements, assessment of design in relation to team operation.

Kings Waterfront Stadium and Arena (55.000 seats), Liverpool, UK, 2000–2003
Client: Houston Securities Ltd.
Business plan of new multifunctional venue for Everton FC, operational cash flow model, outline of operational manual and advise on program of requirements.

Sports Campus Ireland (90.000 seats), Dublin, Ireland, 2001
Operational cash flow model, advise on operational organisation.

Wembley stadium (90.000 seats) London, United Kingdom, 2001
Client: U.K. Cabinet Office / KPMG, U.K.
Review of development, analysis of operational cash flows, verification operational costs.

Centre Mondial du Cyclisme (5.000 seats), Aigle, Switzerland, 2002
Client: Union Cycliste International (UCI)
Advice on multifunctional use and exploitation of new velodrome.

Tianjin National Stadium (60.000 seats), Tianjin, China, 2002–2004
Beneficiary: Tianjin Sports Commission, Client: Senter, Netherlands
Feasibility study of new stadium, marketing and positioning, cash flow forecasts.

Development Safety Certificate, Zeist, Netherlands, 2003
Client: KNVB (Royal Netherlands Football Association)
Legal framework for allocating roles and responsibilities in the safety & security organisation of professional football matches, conceptual Safety Certificate.

San Paolo Stadium (77.000 seats), Naples, Italy, 2003-2004
Client: SSC Napoli
Concept for the redevelopment, project plan, business plan, program of requirements.

Olympic Stadium, Athens, Greece, 2004
Client: AEK Athens FC
Advise on safety and security issues when using the Olympic Stadium for home matches.

National Stadium (52.000 seats), Prague, Czech Republic, 2004
Beneficiary: Czech & Monrovia F.A. (CMFS) & AC Sparta Praha, Client: ING Czech Rep.

Concept development, site master plan, business plan incl. cash flow modelling and structuring of finance.

Educational program on match organisation, Zeist, Netherlands, 2004

Client: KNVB (Royal Netherlands Football Association)

Practical match organisation training program around matches in the U.K. and the Netherlands for secretaries of the disciplinary committees of the Dutch FA to improve their understanding, evaluation and recommendations.

Artevelde Stadium (20.000 seats), Gent, Belgium, 2005

Client: City of Gent (Gand)

Advise on stadium planning and exploitation, advise on urban planning of stadium and commercial developments.

Joint command center for ArenaA & Parking Authority & Police, Amsterdam, Netherlands, 2005-ongoing

Clients: Amsterdam ArenaA, Local Police, Parking Authority in Amsterdam

Project management of the feasibility & definition phase of the realisation of a 24hrs/day joint command center (with joint staff) & back-up center focusing on safety, security, service & mobility.

Palermo Stadium (35-40.000), Palermo, Italy, 2007

Client: Palermo FC

Review business plan, review of conceptual design and masterplan.

Stadium Atlético Mineiro (45.000 seats), Belo Horizonte, Brazil, 2007

Client: Construtora Norberto Odebrecht S.A.

Feasibility study including: Site analysis, market analysis, stadium configuration, stadium program matching FIFA regulations, ownership and legal status, cash flow forecasts, financing plan of the stadium.

Niort Stadium (20.000 seats), Niort, France, 2007

Beneficiary: City of Niort, Client: Multi Development France

Market analysis, advise on urban integration and master plan.

ID&T, Amsterdam, Netherlands, 2008

Safety & security organisation aspects on the Sensation dance event (over 30.000 visitors), Sensation International.

Olympic Stadium (20.000 seats), Amsterdam, Netherlands, 2007

Client: Stichting Exploitatie Olympisch Stadion Amsterdam (Amsterdam Olympic Stadium operator)

Market analysis to recognise new event (types), required stadium adjustments to host these events, estimates of additional costs and revenues, advice on whether to invest in the facility improvements and general recommendations.

Stadium & sports complex (10.000 seats), Richard's Bay, South Africa, 2007

Client: SSI

Examination of the compliance with FIFA requirements. Examination of the design regarding the fit with future operations (regarding maintenance and safety & security).