

LEISURE management

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**ENERGY
SPECIAL**

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LW PREVIEW INSIDE

SEAN HOLT

How IMSPA will shape the activity sector

ECO PIONEER

From Sydney to London

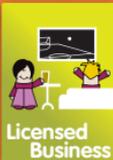
Joost Bakker's sustainable restaurant
concept heads to the UK

Nick Coutts

on his new budget fitness chain

Music tourism

Worth £864m to
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SUBSCRIPTIONS

Denise Gildea
+44 (0)1462 471930
subs@leisuremedia.com

CIRCULATION MANAGER

Michael Emmerson
+44 (0)1462 471932

EDITOR

Liz Terry
+44 (0)1462 431385

MANAGING EDITOR

Julie Cramer
+44 (0)1462 471918

CONTRIBUTORS

Kate Cracknell
+44 (0)1462 471906
Kathleen Whyman
+44 (0)1462 471918

MANAGING EDITOR/NEWS

Tom Walker
+44 (0)1462 471934

ASSISTANT EDITOR/NEWS

Pete Hayman
+44 (0)1462 471938

LEISURE-KIT.NET

Martin Nash
+44 (0)1462 471927

PUBLISHER

John Challinor
+44 (0)1582 607970

DISPLAY ADVERTISING

Julie Bradick
+44 (0)1462 4719019

David Hunt
+44 (0)1462 471902

Astrid Ros
+44 (0)1462 471911

Jan Williams
+44 (0)1462 471909

ADVERTISING ARTWORK

Ed Gallagher
+44 (0)1905 20198

DESIGN

Andy Bundy
+44 (0)1462 471924

INTERNET

Dean Fox
+44 (0)1462 471900

Emma Harris
+44 (0)1462 431385

Tim Nash
+44 (0)1462 471917

Michael Paramore
+44 (0)1462 471926

FINANCIAL CONTROL

Sue Davis
+44 (0)1395 519398

FINANCIAL ADMIN

Denise Gildea
+44 (0)1462 471930

CREDIT CONTROL

Rebekah Scott
+44 (0)1462 431385

IT'S ALL ABOUT ENERGY

Oil prices have increased 105 per cent over the last 10 years from US\$35.76 a barrel in 2000 to US\$73.44 in 2010. Gas prices have risen even more steeply at around 140 per cent over the same time frame.

The leisure industry, with its vast buildings, is one of the biggest consumers of energy, and operators running all types and sizes of business have

been feeling the effects of this pricing volatility on their bottom line. Many report problems with rising costs and ageing infrastructure.

Reflecting the importance of controlling energy for ethical and business reasons, this issue of *Leisure Management* has a special energy supplement which starts on page 45.

We carried out a survey in partnership with British Gas Business to find out what's going on across the leisure markets in terms of energy supply and management and the results make fascinating reading.

Although leisure businesses report that their energy bills can represent in excess of 30 per cent of costs, only 18 per cent said improving energy use and efficiency will be a priority for them in the next 12 months, showing how much potential still exists to tighten up operational procedures. Further supporting this, 87 per cent of respondents felt there's a lack of understanding of energy issues among key personnel within their organisation.

We're hearing that energy suppliers are increasingly demanding huge deposits from large-scale leisure operators before they agree to supply power and that in some cases, the scale of the sureties required mean the business is either unable to function or to launch in the first place.



E3 – a US-based network of economists – published a report which found that each ton of CO2 in the atmosphere did up to \$893-worth of economic damage in 2010

We've even had off-the-record comments that a number of high profile business failures in the last two years have been triggered by the businesses' inability to meet the financial requirements of their energy providers.

And this is all without examining the bigger picture and looking at the environmental impact of wasted energy and the Social Cost of Carbon – ie the impact that events such as rising sea levels and increased frequency of extreme weather events have on the economy.

After running an independent analysis, E3 – a US-based network of over 200 economists – published a report which found that each extra ton of CO2 in the atmosphere did up to US\$893-worth of economic damage in 2010.

So whether you're interested in saving money or saving the planet or both, we hope our ongoing editorial coverage will give you the information you need to make better informed decisions and energy investment.

We also welcome your feedback on your own experience in managing energy – let us know if you have some best practice to share and you'd like us to write it up.

Liz Terry, Editor liz@leisuremedia.com @elizterry

Read *leisure management* online:

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The Leisure Media Company publishes:

**CONTACT US:**

The Leisure Media Company Ltd, Portmill House,
Portmill Lane, Hitchin, Hertfordshire SG5 1DJ UK

SUBSCRIPTIONS: subs@leisuremedia.com

Tel: +44 (0)1462 471930 Fax: +44 (0)1462 433909

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British Gas energy supplement

How to cut costs and boost efficiency

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Buyers' guide:

For suppliers of products and services in the leisure markets, turn to p104

HBA designs Zanzibar resort scheme

International hospitality design group Hirsch Bednar Associates (HBA) has worked on the design of The Residence Zanzibar - an 80-acre (32 hectare) resort opened earlier this year.

The 66-villa resort incorporates a colonial-themed design inspired by Swahili, Omani, UK and Indian cultures present on the island, with each villa boasting a pool and private terrace. A wellness centre and spa amid five acres of tropical gardens is among the resort facilities, with six treatment rooms featuring private gardens.



The venue was damaged by Hurricane Katrina

Louisiana Superdome renovation complete

A multi-phased US\$336m (£208m, EUR237m) transformation of Louisiana Superdome in New Orleans, US, home of New Orleans Saints, has been completed.

The venue reopened in 2006 after being shut due to the impact of Hurricane Katrina in 2005 and has since undergone remediation, three phases of construction and other upgrades. Among the latest improvements to the venue is the addition of new side-line seating along the Plaza Level, with new lower bowl units adding 3,400 seats close to the team benches.

Van Gogh Museum to undergo renovation

Axel Rüger, director of the Van Gogh Museum in Amsterdam, Netherlands, has confirmed that the attraction is to undergo a renovation programme.

Work will commence in 2012 and is designed to comply with "sharpened" legal and safety requirements set out by the Dutch government.

Construction work is due for completion in mid-2014, in accordance with an agreement with the Dutch Government Buildings Agency and the Ministry of Education, Culture and Science.

Anytime Fitness expands

Anytime Fitness opened its latest club in Mexico in June. Located in Mexico City, the club is the sixth Anytime site to open in the country since the signing of the master franchise deal in late 2009.

The 350sq m (3,770sq ft) club is equipped by Precor and offers a gym with cardio, resistance, free weights and stretching areas. There's also a tanning salon and showering facilities. Located near the second largest shopping mall in Mexico, the club is targeting adults and young adults in the AB sociodemographic groups with its low cost and 24-hour opening hours.

The club is the first Anytime Fitness to open in Mexico City. There are also two clubs in Guadalajara, one in Tijuana, one in Cancun and one in Pachuca, with a further four facilities in the pipeline - two for Puebla, one for



Anytime Fitness is in the midst of an ambitious expansion drive

Queretaro, and a third site for Guadalajara. Master franchisee Rodrigo Chavez plans to open 50 clubs within three years and more than 100 clubs by 2014. Anytime Fitness now has almost 1,600 clubs and more than 1.1 million members across nine countries. It is set to open clubs in the Middle East, beginning with a first club in Qatar later this year.

OCCO spa launches at Dubrovnik resort

Dubrovnik Sun Gardens, an integrated resort which includes a 201-bedroom Radisson Blu Hotel, has launched its new Spa by OCCO. Inspired by the Dalmatian Coast and Adriatic Sea, the new spa will use OCCO products incorporating home grown natural and local ingredients in the range of amenities and treatments.

Facilities at the spa include 12 treatments rooms, a coal sauna, salt

sauna, hammam, aromatherapy steamroom and a lagoon pool complete with underwater vitality jet loungers and an artificial waterfall.

There are also two luxury couples' treatment suites, an 18m indoor swimming pool, a Spa Vitality-branded juice bar, tepidarium



Spa facilities include an indoor swimming pool and relaxation area

and a large health and fitness area equipped with Technogym kit.

Adriana Barlafa, general manager at Dubrovnik Sun Gardens, said: "We are very excited to be the flagship spa featuring OCCO and to introduce a spa range using natural and local ingredients."

Starwood to expand spa portfolios

Starwood Hotels and Resorts Worldwide has announced that two of its brands - Sheraton and Westin - are to expand their portfolios of hotel spas across Asia and the Middle East.

The operator confirmed that Sheraton is expected to increase its spa portfolio by 50 per

cent with 10 openings this year, while Westin will add six new facilities over the course of 2011. Both brands will roll-out in-house, signature spa concepts - Shine (Sheraton) and Heavenly (Westin) at new and existing properties, with a primary focus on the Asian market.

Spa opens at Desroches Island

Desroches Island in the Seychelles, owned by Collins Group and South African entrepreneur Jack Brotherton, has launched its new spa.

The Escape Spa has been designed to blend in with the natural surroundings and is the only spa in the Indian Ocean to offer the Elemental Herbolgy treatment range.

Facilities at the spa include four treatment rooms and a couples suite – all fitted with private showers – and a large ‘Chill-Out Space’.

A spokesperson said that the conservational philosophy of the Desroches resort is reflected in the extensive treatment menu.

“Natural oils and expertly selected ingredients have been blended together to create signature treatments unique to Desroches,” she said. “Massages have been designed to encompass the earth’s elements - wood, fire,



The Escape Spa has been designed to blend in with its surroundings

earth, metal and water - and all treatments are delivered by experienced therapists from Indonesia, Thailand and the Philippines.”

Spa consultant Tess Neoh was part of the spa design team. Desroches Island Resort is operated by Seasons of Africa. Desroches Island forms part of the Amirantes Archipelago and is part of the “one island, one hotel” setup in the region.

New Poland theme park plans announced

Plans have been unveiled for the construction of Adventure World Warsaw - a major 240-hectare (593-acre) theme park to open at Grodzisk Mazowiecki, Poland, in spring 2014. It is anticipated that the new attraction will provide Poland with a comparable experience

to other European parks such as Alton Towers, UK, and Europa Park, Germany.

Featuring more than 25 attractions, the park will include two hotels with 800 rooms, the country’s largest aquapark, and an entertainment area with cinemas and eateries.

Fitness companies plot Indian expansions

A number of international health club operators are planning to expand their presence in India and benefit from the country’s economic growth and swelling middle class.

US-based franchise operator Snap Fitness has announced plans for 300 new sites in the next three years, while Portuguese women-only chain Viva Fitness and UK-based Holmes Place have both recently opened their first clubs in the country - with more planned for the future.

According to National Council for Applied Economic Research’s (NCAER) Centre for Macro Consumer Research, the number of people classed as middle class with disposable incomes is expected to swell up to 267



Snap Fitness is one of the international chains to have entered India

million people by 2015-16 - an increase of 67 per cent from current levels.

Snap Fitness CEO Peter Taunton said: “India is one of the fastest-growing economies in the Asia-Pacific region, making the potential for success enormous.”

UNESCO urges Libyan heritage ‘protection’

UNESCO director-general Irina Bokova has urged Libyan citizens, neighbouring countries and the global arts and antiquities trade to help ‘protect’ the country’s cultural heritage.

Bokova spoke out amid the ongoing conflict in the North African country, with rebel forces currently fighting to oust long-time dictator Colonel Muammar Gaddafi.

Neighbouring states and the international arts and antiquities trade have been asked to work to ensure items that may have been looted or stolen are recovered.



The resort will be located on the Mnuhdhii Island

Dusit to open USD77m Maldives spa resort

Thailand-based Dusit International has announced plans to open its first resort in the Maldives - on Mnuhdhii Island on the Baa Atoll. The resort, scheduled to open in December 2011, will feature 46 Beach Villas, two Beach Houses, 30 Water Villas, 20 Ocean Villas and two Ocean Houses.

Facilities will include a tree-top spa and a 50m swimming pool. Dusit acquired the Baa Atoll resort earlier this year and is currently undertaking a US\$77m (€53m, £47m) redevelopment of the property.

Marriott signs up to New York’s tallest hotel

Marriott International and Granite Broadway Development have signed a franchise deal for a new 68-storey property in New York, US, which will be the city’s tallest hotel building when it opens in 2013.

Two different hotels will be housed in the building - a 378-bedroom Courtyard by Marriott hotel and a 261-bedroom Residence Inn hotel - at 1717 Broadway.

Nobutaka Ashihara Architect designed the property, which will be more than 752ft (229m) tall. Interstate Hotels and Resorts will manage the hotels.

Oldham Athletic FC secures council deal

Oldham Athletic Football Club's Boundary Park stadium is to undergo a redevelopment after a "historic" agreement was reached with the local authority.

The deal, which aims to safeguard the future of the npower League One club, paves the way for a new North Stand to be developed at Boundary Park.

It follows the collapse of the club's proposed relocation to the Lancaster Club site in Failsworth, which is now to be acquired by the Oldham Council with a view to delivering a major leisure-led scheme.



Hammersmith Park will house the £2.1m facility

New £2.1m football centre set for Shepherd's Bush

A new £2.1m football complex is to be built in Shepherd's Bush after councillors agreed to appoint Sport and Leisure Group (SLG) as the preferred bidder for the scheme.

It is proposed that SLG – trading as PlayFootball.net – is to construct 11 synthetic pitches, including eight five-a-side and three seven-a-side and a basketball court at the Hammersmith Park site.

Plans are now due to be submitted later this summer, with the new facilities to open in spring 2012 to replace an existing dilapidated all-weather pitch at the site.

Sport NI launches small grants programme

Sport Northern Ireland has announced that its Awards for Sport Programme initiative is now open to applications.

The small grants scheme aims to increase participation in physical recreation, especially among under-represented groups, and is open to clubs, governing bodies of sport and voluntary or charity organisations.

Grants range from £1,000 to £10,000 and are intended to cover expenses such as coaching fees, coach education and facility hire. Applications must be submitted no later than 12 noon on 26 September.

Sports event attendances increase

New PricewaterhouseCoopers (PwC) analysis has revealed that total attendances for some of the UK's largest annual sporting events have reached "record" highs in 2011.

According to PwC, the top four events – Wimbledon, the British Formula One Grand Prix, Royal Ascot and the Cheltenham Festival – all saw increases in the total number of people attending this year.

Wimbledon and the British Formula One Grand Prix – attracting nearly 495,000 and 315,000 visitors respectively

– were both reported to have experienced their best ever years in 2011, while the Open Championship, Moto GP, the Grand National and the Epsom Derby also featured on PwC's list of top 10 sporting events by attendance.

PwC UK head of sport Julie Clark said: "Despite uncertainties around the strength of



The British Grand Prix experienced its 'best ever year' for attendances

the UK's economic recovery, these figures demonstrate the sustained appetite for live sport.

"The public continue to be attracted to the live experience and sense of occasion offered by the highest profile sporting events; a trend confirmed by the huge demand for tickets to the London 2012 Olympic Games."

New national £24m BMX centre opens

The new £24m National BMX Centre – comprising the UK's first indoor permanent BMX track – has opened its doors to the public at the National Cycling Centre, Manchester.

Ellis Williams Architects were behind the design of the 110,000sq ft (10,219sq m) venue, which was built by Sir Robert McAlpine and is run by The Velodrome Trust.

Facilities include permanent seating capacity for 2,000 spectators, with potential for a further 1,000 temporary seats for large events. Designed for elite and community use, the new National BMX Centre also boasts two start ramps – 5m and 8m high respectively – and 22 transponder timing loops. AFL Architects coordinated delivery of the centre's track.



The £24m complex houses the UK's first indoor permanent BMX track

The cost of the building itself was £19m, with an additional £5m spent on public realm work surrounding the complex – including a footbridge to the new Metrolink stop.

Herne Hill velodrome renovation work commences

British Cycling has revealed that work has now commenced on the repair of the dilapidated track at Herne Hill Velodrome, South London – the last remaining 1948 Olympic venue.

The project – due to take six weeks to complete – is the first work to be carried out after

a 15-year lease was signed between owner The Dulwich Estate and British Cycling.

Funding for the scheme has been provided through the national governing body's Whole Sport Plan and a financial bequest from local resident Leonard Lyes, who died in 2009.



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Darren Masters, online at The Sports Centre with The Cloud

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Attractions news

Rooftop walkway planned for O2

London's O2 Arena has been given the green light to proceed with proposals for a rooftop walkway across the landmark venue.

Designed by Rogers Stirk Harbour + Partners, the temporary walkway is to be suspended from the O2 Arena's yellow masts and will be able to accommodate 90 people at a time.

Visitors will walk to a central viewing platform from a station at the arena entrance, with the walk to be 190m (623ft) in length and 60m (197ft) above the ground at its highest point.

Greenwich Council has approved the plans, which were drawn up by Rogers Stirk Harbour + Partners to a brief that did not "overwhelm or detract" from the venue itself.

AEG Europe's Alistair Wood said: "The principle embodies our desire to create a daytime



The walkway will include a viewing platform at the centre of the roof

and evening experience that will appeal not only to existing visitors to The O2, but also attract further visitors from across London.

"The experience is as close to walking on the roof of the tent as possible, while the 60m climb and the fact that the experience is open air will add to the sense of excitement."

Visitor numbers up at English attractions

The total number of people visiting tourist attractions across England increased by 3 per cent during 2010.

The latest boost in visitor numbers was driven predominantly by those made to free attractions, which saw an increase of 6 per cent, while paid attractions saw an overall decline of 1 per cent – reflecting uncertainties experienced by the UK economy.

The majority of the top 20 free attractions were museums or art galleries, with the British Museum retaining top spot with 5.8 million visitors, followed by the Tate Modern, National Gallery and Natural History Museum – all in London.

The Tower of London topped the paid for category with 2.4 million visits, followed by



The British Museum retained its position as one of the most visited sites

St Paul's Cathedral, Westminster Abbey, and Windermere Lake Cruises. Some major operators, however – such as Merlin Entertainment which runs the London Eye and Alton Towers – did not participate in the survey.

Jeremy Reed named new CEO of BALPPA

The British Association of Leisure Parks, Piers and Attractions (BALPPA) has named Jeremy Reed as its new chief executive.

Reed – currently visitor operations director for English Heritage's North of England region – will take up the role in early September.

At English Heritage, he has been responsible for the overall management of 121 properties in the agency's portfolio in Yorkshire, the North East and North West. Prior to his time with English Heritage, Reed worked with business contract caterer Aramark.



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Commercial news

Leisure sector 'to drive' growth

New research from Barclays Corporate has found that the hospitality and leisure industries are expected to drive economic growth across "all areas" of the UK over the next decade. A number of business leaders were surveyed on what they expected prospects to be like for their companies in 10 years' time as part of the Business in 2021 study.

More than three quarters in all but two regions indicated that hospitality and leisure is set to play a key role in economic growth, including 95 per cent in Scotland. The remaining areas were London and the South East and the North West, with 57 per cent and 53 per cent of business leaders respectively expecting the sector to drive growth. Figures from the hospitality and leisure industries themselves expected to see steady growth over the 10-year period across



Tourism and leisure are expected to drive the recovery of the UK economy

the UK economy and real Gross Domestic Product (GDP).

Mike Saul, head of hospitality and leisure at Barclays Corporate, said: "To see the majority of businesses anticipating steady and sustained economic growth over the next decade should also be welcome news for a Government that is focused on developing a growth strategy."

Rhyl's Apollo Cinema reopens after revamp

Rhyl's Apollo Cinema has reopened to the public – six months after the venue closed in order to undergo a £2.5m refurbishment designed by EWA Architects. All five cinema screens at the North Wales seafront site now include Sony 4k digital projection, along with RealD 3D technology and Dolby digital sound systems.

Denbighshire County Council and the Welsh Assembly Government funded the renovation, which has also included the creation of a licensed bar area and a Costa Coffee outlet.

Tania Jones, general manager of Rhyl's Apollo Cinema, said: "It has been our goal to bring the Rhyl cinema bang up to date, with the latest cinema technology, to provide the



The redeveloped cinema offers five screens – all fitted with 3D technology

town with a thriving entertainment hub.

"The town deserves access to the best quality viewing experience, and we are committed to ensuring Rhyl and surrounding areas can experience their choice of film the way they should be presented."

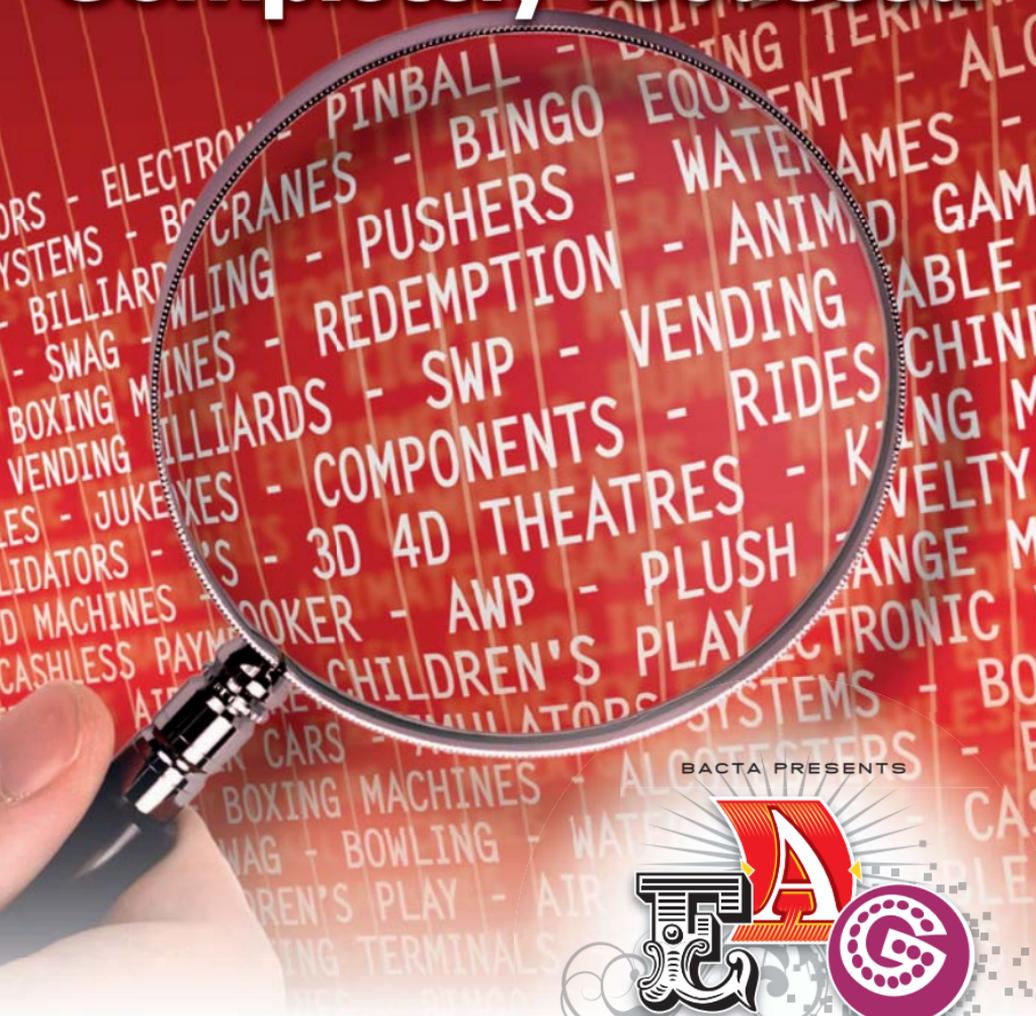
Box office revenues hit 'record' high

Cinemas across the UK saw box office earnings grow by nearly 5 per cent to a "record" high of £988m in 2010, according to the latest figures from British Film Institute (BFI).

The increase in revenues compared with 2009 was achieved despite a 2.4 per cent

decline in admissions, which were affected by poor winter weather and the summer World Cup. The BFI's 2011 Statistical Yearbook has also reported that the number of screens in the UK increased to 3,671 across 716 venues, with 1,067 capable of digital 3D screenings.

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AQUARINO



Intelligent hydration system Aquarino can generate revenues of £5,000 a month in just one year. Jon Williams, MD of RFL Management – the company bringing the product to the UK – explains how



As a former county-level athlete, Jon Williams understands that good hydration is crucial to any effective workout. So when it came to his own health club – The Marlow Club in Buckinghamshire – he was determined to make it a cornerstone of his offering. Enter Aquarino. Invented in Germany over a decade ago but brand new to the UK market, Aquarino is a state-of-the-art intelligent drinks system designed especially for health clubs. Using the latest touch-screen technology, it offers members unlimited access to a delicious range of thirst-quenching, chilled fruit drinks for an affordable flat-rate fee. And it delivers a product that has been specially developed to meet all their hydration needs – without the high-calorie content of the most well-known sports drinks.

What's more, Aquarino is as healthy for the bottom line as it is for members. Since Williams and his partners introduced it to The Marlow Club last year, the system has proved so successful that they have now set up a dedicated company, RFL

Management, to bring it to the UK market. But why is the system so revolutionary? And, more importantly, what could it do for your business? Williams explains...

How long has Aquarino been around?

"The system was developed in Germany in 1998 by a gentleman called Karl-Heinz Rüter. Today it's in over 1,000 clubs in Europe with just over a million users. One German club has 4,000 members and over 2,500 members on the system, which demonstrates the potential."

How does the system work?

"Aquarino combines a chilled drinks dispenser with cutting-edge digital technology. When it's not being used, the touch-screen displays a revolving screensaver, which can be used to advertise anything from the latest fitness class to a new treatment in the spa. But as soon as the member places their finger on the fingerprint scanner, the screen changes to display the choices available. They can select still or sparkling water plus one of six flavours: raspberry, lemon, lime, pineapple, blood orange or multi-fruit. They then simply place their bottle under the tap and select the amount they want to dispense. It's that easy."

Is Aquarino environmentally friendly?

"Yes. At the Marlow Club, we provide every member with a reusable water bottle branded with our logo, so the reduction in waste from plastic bottles, and plastic or paper cups next to water fountains, is huge. It also consumes far less electricity than a fridge, so all in all it's a much greener option."

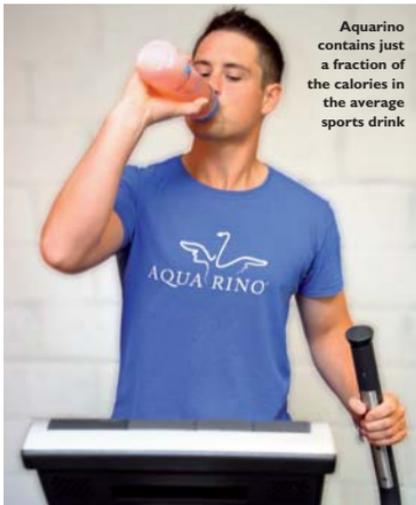
How pure is the water?

"We put mains drinking water through an advanced monoblock sediment filtration system, then a final UV filter to ensure it's as pure as it can possibly be."

How is Aquarino different from well-known sports drinks on the market?

"Water drives performance and aids recovery, but to ensure proper hydration it's also important to replenish the mineral salts, or electrolytes, we lose when we sweat. Our concentrates contain just the right balance of electrolytes – including sodium, potassium, calcium and magnesium – to replace those lost through exercise, as well as added vitamins. "However, in contrast with most well-known sports or so-called 'isotonic' drinks, Aquarino does NOT include added carbohydrates, meaning it contains just a fraction of

Aquarino contains just a fraction of the calories in the average sports drink





When it's not being used, the Aquarino touch-screen can be used to advertise anything from fitness classes to treatments in the spa

the calories of the average sports drink. We believe that although added carbs are important for athletes taking part in endurance activities, such as running marathons, they're not necessary for your average gym-goer – and in fact the extra calories could cause them to put on weight."

How much do members pay for Aquarino?

"At The Marlow Club, members pay just £1.99 for unlimited access to the system, which we collect by direct debit. If they come to the gym three times a week, and use Aquarino twice each visit, that works out at just 33p a drink, compared to around £1.50 for a bottle of most well-known sports drinks."

What's to stop one member filling up someone else's water bottle?

"Aquarino is programmed so that once a member has filled up their bottle, they can't use the system again for 25 minutes. Alternatively, if a client prefers, the system can be adapted so that it's activated by a chip on the member's water bottle rather than by their fingerprint."

How profitable is the system?

"It's extremely profitable. At The Marlow Club, we were generating over £2,000 a month after just six months, and over £5,000 a month after one year. You only need to get 120 members signed up to cover the costs of leasing the system and buying your concentrates – anything over that is profit. The product's cost of sale can be between 20 and 35 per cent dependent on the strength of the drink, so based on £1.99 per member per week, that's a very nice margin. The great thing is it saves your members money too, so it really is a win-win."

How else does the business benefit?

"We benefit because our members benefit – they're getting a great, nutritional product for a low price and they don't need to worry about carrying around cash to buy drinks. It also means staff spend less time selling products and more time talking to members."

How easy is the system to install?

"Incredibly easy – you just need a water pipe, an electrical socket and an internet connection."

What training and support do you offer?

"At RFL Management, we're not just selling products, but setting up partnerships – after all, it's in our interests that Aquarino works for you as well as it has done at The Marlow Club! For this reason, we offer ongoing training and support to all our clients. We'll show your fitness staff how to include a hydration test and an Aquarino demonstration in every gym induction, and we'll even coach your reception and café staff on the benefits so they're also able to recommend the product."

What's next for Aquarino?

"The Club and Spa at The Cube in Birmingham has just signed up to the system, and several other operators are very interested. Moving ahead, we'll be looking to expand our range of flavours, but for now we're focusing on getting this fantastic product into as many health clubs as possible."

For more information or to see the product, please visit www.rflmanagement.co.uk or call us on 0800 035 2340

Sutton facilities in line for major refurbishment

Sutton Council has announced that two facilities – Cheam Leisure Centre and Sutton Arena, London – are to benefit from a joint £950,000 refurbishment.

Everyone Active – the trading name of Sports and Leisure Management (SLM) – is funding the schemes, which will see Cheam Leisure Centre receive a £600,000 makeover, including a new gym entrance.

The remaining £350,000 will be invested in extending the gym at Sutton Arena. Both schemes to be completed ahead of an £11m rebuild of Westcroft Leisure Centre.



Tim Brabants (second left) unveiled the facility

New-look gym for London college facility

Ethos – the sports centre at Imperial College London, South Kensington – has reopened its Energia fitness suite, following the completion of a major refurbishment.

Work at the venue has included the reconfiguration of the gym's layout and the installation of Matrix Fitness' Virtual Active suite of interactive video-based cardiovascular workouts.

Users can also benefit from the ability to develop tailored fitness programmes with the help of an on-screen personal trainer using the MyRide indoor cycling system.

£12m Matlock leisure centre nears opening

Derbyshire Dales District Council has revealed that Arc Leisure Matlock – a new £12m complex designed by Dyer – is to open for the first time on 24 August.

Built by Morgan Sindall and project managed by Drivers Jonas Deloitte, the facility will replace Matlock Lido and comprise an eight-lane, 25m regional competition-standard swimming pool.

A 50-station fitness suite fitted with cardiovascular and resistance equipment, such as Kinesis One and Cardio Wave, is also among facilities at Arc Leisure Matlock.

£31m Redcar plans move forward

Detailed plans for a new £31m leisure, business support and community facility in the heart of Redcar have been submitted to the local planning authority for consideration.

Outline plans drawn up by S&P Architects and Plus3 Architects were given the green light by Redcar and Cleveland Borough Council (RCBC) earlier this summer.

Middlesbrough-based Buckler Demolition has already started work to clear the site at Kirkleatham Street and Coatham Road, which will be the location for the development.

Facilities will include a six-lane, 25m swimming pool, a training pool and a leisure pool, as well as a dance and performance space, a fitness suite and junior gym, and a sports hall.

Business space for small-to-medium-sized firms and community facilities also form



The £31m development has been designed by S&P and Plus3 Architects

part of the scheme, along with public spaces. Willmott Dixon is the lead contractor.

RCBC cabinet member for economic development Mark Hannon said: "The development will provide state of the art fitness, business and community facilities for residents and visitors to Redcar."

New fund launched to protect playing fields

A number of Britain's leading sportsmen, sportswomen and administrators – ranging from former cricket captains and Olympians to directors of national governing bodies – have signed a letter calling for increased protection for the country's playing fields.

In a letter to the editor in *The Times* on 18 August (p.23) the group announced the launch of a National Playing Fields Legacy Fund and called for the industry to show its support for the initiative.

The fund aims to protect playing fields and will be administered by Fields in Trust.

"Over the past 20 years vast numbers of the nation's playing fields have been lost to development – 6,000 sites were lost between 1992 and 2009 alone," the letter in *The Times* states.



The fund looks to protect playing fields and create an Olympic legacy

"We would like to propose that the big sporting clubs, and the big sporting events, in this pre-Olympic year, each consider using one day in the season to promote the National Playing Fields Legacy Fund and so to help ensure this legacy."

New code to tackle homophobia in sport

Major UK sports have signed up to the Government Equalities Office Charter on Homophobia and Transphobia in Sport.

The organisations – Sport England, Sport Northern Ireland, Sport Scotland, Sport Wales and UK Sport – have come together to address

issues affecting participation by lesbian, gay, bisexual and transgendered people.

The charter outlines the importance of creating an environment where everyone is able to participate and enjoy sport, whoever they are and whatever their background.

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Health & Fitness news

£2.5m expansion for DL Kids

David Lloyd Leisure (DLL) has unveiled plans for a major £2.5m expansion of its DL Kids concept across the UK and Europe this year, following its successful January 2010 launch. Purpose-built DL Kids facilities – offering sporting and educational programmes for young people – will open at David Lloyd Finchley, London, and Beckenham, Kent, in December.

The new sites are to include a mini sports hall, multi-purpose studios, interactive classrooms, a DL Kids café and child-oriented bathrooms.

David Lloyd Raynes Park houses the first DL Kids facility, while a new location launched in April 2011. A DL Kids-branded site will also open in Barcelona, Spain, in September.

A pipeline of sites earmarked to roll-out the concept will commence in Hampton in



The concept offers purpose-built DL Kids facilities offering exercise

early next year, with select DLL clubs to benefit from the expansion strategy in the coming 12 months.

DLL chief executive Scott Lloyd said: "DL Kids provides children with the opportunity to get active, focusing on education and fun participation within state-of-the-art facilities which benefit the family as a whole."

Entrepreneur to rebrand ex-Esporta site

Entrepreneur Mo Chaudry – owner of the Water World theme park in Stoke-on-Trent – has acquired the city's former Esporta Health Club.

Chaudry had been a member at the club for 11 years and was already planning to start his own fitness business when he learned that the health club was destined for closure.

"I had been exploring opportunities to develop my own health and fitness business for a while and my plans were well advanced but the prospect of owning and operating a club that I personally have many connections to seemed a natural business opportunity," he said.

Chaudry confirmed that he plans to keep the existing range of facilities at the 35,000sq ft



Entrepreneur Mo Chaudry was a member at the club before buying it

(3,252sq m) club – including a spa – but is also looking to add new services to create an "up-market, high-class facility" appealing to the discerning health club member. The rebranded club is expected to open in September.

Host announced for Health Club Awards

Mark Durden-Smith has been named as host of the first ever Members' Choice Health Club Awards, taking place on 21 September at Hilton Birmingham Metropole NEC.

Known for his ITV2 coverage of *I'm A Celebrity Get Me Out Of Here*, Durden-Smith

previously presented *Sky Sports Centre* and was the front man of Sky's Bafta-winning rugby union coverage from 1997. Durden-Smith said: "I'm especially excited to be asked to help out with the Health Club Awards as they are voted for by our gym users."

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Anne Semonin deal for Cliveden House spa

The Pavilion Spa at the Cliveden House hotel in London, UK in August 2011 has announced a deal to use Anne Semonin products in all its treatments.

The spa at the former stately home will feature a menu of bespoke treatments based on Anne Sémonin's signature concept of 'made-to-measure' beauty.

Signature treatments at the spa will include The Cliveden Supreme Haute Couture Face and Body therapy – a treatment that lasts more than two hours and is tailor-made to each person's skin type.



The spa area has benefited from a £200k revamp

Pendle Leisure Trust to roll-out spa concept?

Pendle Leisure Trust has revealed that the Inside Spa public sector spa concept could be rolled-out further, following its success at Pendle Wavelengths in Nelson.

Phil Storey, chief executive of the trust, told *Leisure Management* (Issue 3, 2011) that plans to expand the brand into neighbouring boroughs are being considered.

Satellite treatment rooms in other facilities are also among new proposals following the success of the Pendle Wavelengths spa facility, which was expanded at a cost of £220,000 earlier this year.

Radisson Edwardian to unveil Guildford spa

The new Radisson Edwardian Guildford has confirmed that a 490sq m (5,274sq ft) spa area is to open its doors to hotel guests and members on 29 September.

Operating under the mantra Results, Luxury, You, the facility will boast five treatment rooms and a mud room - a modern interpretation of a traditional Hammam.

Facilities at the new Radisson Edwardian Guildford's spa will also feature a stone oven sauna; a crystal steamroom; and two experience showers, along with a relaxation room offering complimentary refreshments.

GLL set to expand Spa-London

Greenwich Leisure (GLL) has revealed that it is planning to expand its Spa-London brand – an affordable public sector spa concept – later this year.

GLL managing director Mark Sesnan told the August 2011 issue of *Health Club Management* that the first new site was expected to open at the Rainbow Centre in Epsom, Surrey.

The Spa-London brand was first launched by GLL four years ago as a "test bed" and the leisure centre operator has refrained from rolling out the concept until now.

Sesnan told *Health Club Management*: "It forms part of our product portfolio, but only in certain locations."

"You're not going to see another 20 Spa-Londons, but you will see some more. The next one is being built as we speak and we're



York Hall Spa in Bethnal Green was one of Spa-London's first locations

debating whether to set up another at our existing leisure centre in Wimbledon."

Meanwhile, Sesnan also confirmed that GLL would be opening its first standalone, wholly owned Gym-London budget club in London "before Christmas" but has so far declined to confirm the facility's exact location.

The Rooms launches at The Albany

A new spa called The Rooms has been launched at The Albany – a wellbeing centre in London's Regent Park.

The facility was formerly known as Lifesmart when it was operated by Carole Caplin (see *Health Club Management*, March 2010, p40) and currently remains under the ownership of Bill Kenwright, who funded the project.

Now called The Albany, much of the original concept has been maintained, but the offering has been broadened out to encompass a more diverse range of services – including treatments from The Rooms.

The Rooms' first flagship site was launched 20 years ago in Hertfordshire by director Heather Dawn. Now supported by a training



The facility was called Lifesmart under the operation of Carole Caplin

school set up 10 years ago, The Rooms works alongside businesses wanting to set up their own treatment offering – including Cannons (Nuffield) in Letchworth Garden City.

Fitness Express secures 'significant funding'

A contract management business operated under the Fitness Express and Imagine Spa brands has secured significant investment to enable the business to acquire more sites.

The backing has come from Downing Corporate Finance, which has taken a 30 per

cent stake in the business, which will now operate under a newly formed holding company: Mosaic Spas and Health Club.

The management team of Steve Taylor, Oliver Wright and Dave Courteen have also slightly increased their shareholding.

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Hilton Worldwide to expand London presence

Hospitality giant Hilton Worldwide has revealed that it is to expand its presence in London to 29 hotels, with the opening of two properties on the capital's South Bank over the next two years.

First to open will be the Hilton London Southbank, which is due to launch in 2012 and will feature 281 rooms, a LivingWell fitness centre with swimming pool, and meeting space. The property – located next to the NEO Bankside development site – will be owned by The Splendid Hotel Group and managed by Hilton Worldwide.



PAUL PRISOTT / SHUTTERSTOCK.COM

Nottingham is to emulate European traditions

Al fresco café culture planned for Nottingham

Nottingham City Council (NCC) has unveiled plans for temporary changes to the layout of Broad Street, which will enable restaurants and cafés to increase outdoor dining space. The experimental alterations are due to be unveiled next month and will last until October in a bid to attract more diners to Hockley, with the arrangements to also apply next summer.

NCC portfolio holder for planning and transport Jane Urquhart said: "There are half a dozen or more bars and restaurants in Broad Street – as well as the Broadway Cinema – and we see the street as being ideal for developing a more European outdoor café culture."

YO! Sushi to open Norwich site

YO! Sushi is set to open its 58th UK restaurant in Norwich next month.

The 2,000sq ft (186sq m) site will be able to cater for 63 covers and is part of the company's strategy to expand into new regions. Robin Rowland, chief executive of YO! Sushi, said the opening of a restaurant in Norwich marks the company's entry into East Anglia and builds on the existing chain of sites in the South of England.

Travelodge eyes National Park sites

Budget hotel chain Travelodge has announced plans for a 37-property, £135m expansion of its estate into National Parks across the UK in response to "high customer demand". The group said that an increasing trend towards staycations and a "surge" in the number of UK residents looking to take a rural holiday in the past year had prompted its latest move.

Travelodge's property team has now been instructed to seek out 37 new locations near to 15 National Parks, including Aviemore (Cairngorms) and Betws-y-Coed (Snowdonia). The size of the proposed hotels will vary from between 30 – under the group's Metro brand – and 100 bedrooms, which will depend on the location and building requirements.

Travelodge chief executive Guy Parsons said: "As more Britons explore the UK, they



The budget hotel chain is aiming to target the domestic tourism market

are rediscovering new holiday hotspots and as a result, we have seen a significant surge in rural breaks.

"Figures show that more than 60 million people visit the UK's national parks every year and it's clear that those visitors are now seeking to turn their rural daycation trip into a staycation."

Discount scheme for high end restaurants

A new web-based service has been launched to target high end London restaurants who are looking to secure discounted off-peak business – but wanting to do so without devaluing their brand.

Called table7, the new service will look to fill vacant tables by offering diners up to 30 per cent of the final bill using a variable pricing model – the same adopted by airlines to fill empty seats.

Table7's members are typically offered a discount of 30 per cent off their entire bill when they book tables through the website.

To ensure the commitment to the booking, a fee of £7 is charged to the customer and the discount is then discreetly added by restaurant staff at the end of the meal, when the



Table7 will target restaurants worried about devaluing their brands

bill is presented. A quick search on the table7 website shows that restaurants such as Maze in Mayfair and the Michelin-starred L'Autre Pied in Marylebone have signed up for the new service.

Mobile marketing gathering pace with UK hoteliers

Three in four (75 per cent) UK hotel operators now feel that mobile marketing and providing customers with booking software on mobile devices is a priority area of sales.

A survey of 800 UK hoteliers, undertaken by TripAdvisor, showed the increased emphasis

they place on the importance of being able to offer travellers a method of booking via mobile devices. When asked about marketing budgets for 2011, 84 per cent of respondents said they had either maintained 2010 levels or increased them, with only 16 per cent cutting spend.

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IMAGE: MARK BARNES

The university acquired the Racecourse Ground

University secures Wrexham stadium deal

Glyndwr University has bought Wrexham's Racecourse Ground stadium and Colliers Park – home venue and training facility of Wrexham Football Club respectively.

It is hoped that the deal will safeguard the future of both facilities for the North Wales' town and will see the venues used by university students and local residents.

Professor Michael Scott, the university's vice chancellor, said: "This purchase has been made to secure the future of the stadium and the training ground for Wrexham and north east Wales as a sports venue."

£250k funding boost for Moat Brae development

A bid to transform Moat Brae House and Garden into a Centre for Children's Literature in Dumfries has been handed a boost by the Scottish Government

Fiona Hyslop, cabinet secretary for culture and external affairs, has awarded £250,000 through the Historic Scotland grants scheme towards the property.

Moat Brae is believed to be the property that provided author JM Barrie with the inspiration for Peter Pan and is to benefit from work to stabilise the fabric of the building and other repairs.

Revised proposals for Southwater unveiled

Revised plans for the £250m regeneration of the Southwater area of Telford, Shropshire – including a new multi-screen cinema – has been unveiled by the local authority.

Telford and Wrekin Council has announced that it has refreshed its masterplan for the scheme in light of a new action plan for Central Telford and changes to the council's accommodation strategy.

New details regarding the requirements of developers and the public has also led to the new proposals, which feature a cinema venue with bars and restaurants.

Royal Mail submits Nine Elms proposals

Royal Mail has submitted its plans for a mixed-use redevelopment of its South London centre in Nine Elms, which is due to close in 2012 following an operational review.

Outline proposals lodged with Wandsworth Council features leisure facilities, cafés and restaurants, alongside 1,870 new homes, retail units and postal services.

Designed by Allies and Morrison, the scheme is to also include a "significant" part of a proposed Linear Park between Vauxhall Cross and Battersea Power Station.

The 13-acre (5.3-hectare) development lies within the Vauxhall, Nine Elms and Battersea Opportunity Area - a former industrial district now undergoing a major transformation.



The scheme will incorporate new leisure facilities, cafés and restaurants

A spokesperson for Royal Mail commented: "Royal Mail has a clear strategy to ensure we derive maximum value from any property we no longer require."

UoB to revamp Edgbaston campus

A major £175m refurbishment is to be undertaken at the University of Birmingham's (UoB) Edgbaston campus.

A sports centre forms part of the proposals, which will be designed and delivered by Lifschutz Davidson Sandilands and S&P Architects.

The new sports complex is expected to include a 50m swimming pool, sports halls and training facilities, with the venue to be made available to students, staff and regional amateur sports clubs.

Preview drop-in events for

local residents are to be organised during the summer, while a public consultation on the proposed development is scheduled to get underway during the autumn.

UoB director of estates Ian Barker said: "A number of developments, like the proposed new sports centre, swimming pool and the



IMAGE: LIFSCHEUTZ DAVIDSON SANDILANDS

A sports centre forms part of the campus' £175m transformation plans

cultural hub, focus on facilities that will benefit the community as well as staff and students.

"Our plans also envisage a reduction in the university's environmental impact and carbon footprint. We hope that local people will work with us in shaping these plans over the next few months."

Work to start on Gosport project

Construction work is set to start on the new Gosport Leisure Park in September.

The project, which will replace the existing Holbrook Recreation Centre, will cost around £6m to complete. Facilities include a 25m swimming pool and a learner pool.

A 70-station gym, a sports hall and a dance studio will also be among indoor facilities, with floodlit artificial pitches also proposed.

DC Leisure, which will run the site on behalf of Gosport Borough Council, will also develop a Travelodge and a pub/restaurant.

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NICK COUTTS



After a long and successful career at Holmes Place and many years' experience in the Iberian market, Nick Coutts tells Julie Cramer why the time is right to launch his Fitness Hut chain of clubs in Portugal

Why did you to launch your own chain of fitness clubs?

For a long time I'd wanted to work on a brand that was my own creation. In my last couple of years as CEO of Holmes Place Iberia I'd become disillusioned. The wheels had fallen off the Spanish and Portuguese economies and we were under a great deal of pressure to deliver results in a challenging economy. One thing became very clear to me – a higher-end, higher-priced product was no longer right for this type of environment.

How would you describe Fitness Hut?

The brand will be based on a premium low cost model, but we are not going into the market solely to be the cheapest on price. We want to exceed expectations at every level – in terms of the design, quality of equipment, fitness instructors and class schedules, as well as the club's social element.

But we'll be a third of the price of the high-end brands and half the price of the middle market chains. Fitness offers in Portugal have always been very expensive – people can pay €55 a month just for a municipal club.

Who's involved?

There are three directors – myself and two ex-colleagues from Holmes Place. Andre Groen is expansion and development director focusing on design and build, JP Carvalho is in charge of sales and marketing. My focus is on product.

Our financing bank is Banco Popular, and we also have backing from a Portuguese private equity and real estate firm, EDGE Capital, who also happens to be the landlord of our first site.



A specialist company will supply inspirational films for the gym

What stage are you at?

Our first club in central Lisbon is due to open in October, with a further two sites due to open by the end of 2011. After that we are looking to open six to ten clubs each year – to start with in the greater Lisbon area and also in some other Portuguese cities.

What was the inspiration behind the brand?

I spent a lot of time researching the concept, going to events like SIBEC and IHRSA and talking to as many people as possible. I love hearing about new ideas and networking with others in the industry. I did a tour of European clubs in Holland, Germany the UK, where the premium low cost

FITNESS ON THE NET

Coutts and his team are developing a Portuguese website called Fitness Net which is due to go live later in 2011. Coutts says: "I want to create a platform where PTs can share opinions and develop critical mass – a database that is constantly growing but is self-managed/policed via peer group and end-user feedback.

"Fitness Net will be a space where all key stakeholders within the indus-

try can meet, contribute ideas and leverage benefits from one another. Only the suppliers will be paying a fee for registering."

Fitness professionals will be able to display their profile, upload exercise videos, promote themselves to clubs and end-users, contribute to forums and benefit from attractive deals on services such as accounting, medical insurers, mobile phone companies etc, from a wide range of registered suppliers.

Clubs can have a profile, advertise jobs, search the PT database and for an additional fee, use the 'Marketing Wizard' to create high-quality marketing material for a budget price.

Fitness fans can have a profile page, contact PTs directly, ask fitness questions and access online nutritional stores. The site uses Google Maps, so all parties can zero in to areas of geographical relevance, and all registered users will receive a bi-weekly email newsletter.



The club interiors are designed to look urban, "but not too aggressive"

Our aim is to build a truly excellent community of personal trainers who can operate their own profitable businesses - we won't define what pricing they set

idea has been pioneered. But I wasn't just looking at budget models, I also visited unique and inspirational clubs - places like the Third Space in London.

What can members expect?

We want to blow people's socks off when they walk through the door! We haven't scrimped on the equipment and have put a lot of money into designing an inspirational space - both for the members and the people who work there. The design is a little bit urban, but not too aggressive - with a blue and white colour scheme and accents of orange.

We've put in high quality, top of the range pieces of equipment such as the Keiser Infinity, and the Star Trac E-Spinner and some exciting one-off pieces of kit, like the Jacobs Ladder. Inspired very much by the Cross-Fit phenomenon, we've also invested in a very extensive range of functional training equipment, including sand bags, TRX, Bosu, Powerbags, Kettlebells, Powerbands, battling ropes, Plyoboxes, climbing ropes, and even JCB tyres!

Each club will be a minimum 20,000sq ft with 7-8,000sq ft for the gym floor. There will be three group fitness studios as we felt it was really important to offer a full schedule and range of classes. There's a sprint track, a fight zone with tatami mats, and a functional training area that can be used by the personal training community.

What's the deal for personal trainers at Fitness Hut?

Our aim is to build a truly excellent community of PTs, who can operate their own profitable businesses. We'll interview them, check their certifications and qualifications and they must follow a Fitness Hut code of conduct - but we won't define what pricing they set.

Some may charge £25 an hour and some £80 - customers can choose what type of service they want and what they are prepared to pay. We'll help promote them within the clubs and on our new online community, Fitness Net, (see information box) we are currently creating.

What other elements define the Fitness Hut brand?

We've made a big investment in technology - for example, there's no membership cards - just a pin code access. We've avoided the high security turnstiles with floor to ceiling grills you see in some budget clubs - we don't want people to feel like they're being processed.

In the club, we'll have projection walls and have paired up with film companies to show a range of inspirational films while people work out - films linked to nature and extreme sports, such as off-piste skiing and big wave surfing.

The changing rooms have a luxury finish with wooden lockers and up to 18 showers in male and female areas, which is essential given the climate here.



Each club will have three fitness studios and areas for personal training work

NICK COUTTS' BIO

1991 Graduated from Birmingham University with a degree in Sports Science
1994 Club manager of the first Holmes Place club in Fulham Road, Chelsea
1996 Based in Portugal to set up the first HP club
1997-2003 Area director of HP Iberian business and some HP UK clubs
2003 Promoted to HP European managing director and moved family to Lisbon
2005 Led HP Iberia management buy-out
October 2010 Left HP to set up Fitness Hut
October 2011 First FH club due to open, with two more by end 2011

Who are your target customers?

When you're looking to recruit up to 4,000 members, you can't just appeal to regular exercisers, you need to attract those who have never considered joining a club before.

The brand is targeted primarily at a younger age group – around the 25-35-year-old range. For instance, we'll have a DJ pod in the gym area, with live sessions once a week where DJs can practise their sets and entertain members. The social element of clubs is very strong in Portugal and club parties are always very well attended.

What are you looking for in potential sites?

We look for attractive, modern buildings in areas of dense population. Parking needs to be good and it should also be easy to walk to. We want one to two floors, lots of natural light and good ceiling heights.

Because of the economy, we're able to negotiate much more attractive shell rents. Overall we'll be spending around €1.5 million on each club fit-out and equipment.

How are you marketing Fitness Hut?

We've hired a corporate sales team to present the product to large companies. We're on social media and currently promoting Fitness Hut in two large shopping centres where people can join on the spot. We're selling them an unknown product, so we're offering a money-back guarantee if it does not live up to their expectations after a few visits.

Our pricing is very flexible – people can pay two weeks at a time and cancel with a week's notice. Basic membership will be around €6.6 per week, but with add-ons an average membership will be around €28-30 a month.

How do you see the wider fitness market evolving?

The consensus is the market will continue to polarise. Either you are high end, budget end, or you're niche. Those clubs stuck in the middle will struggle in the years to come. There's a big splurge and dynamic expansion going on in

the UK at the moment, and the men will be sorted from the boys. But I do feel that the brands trading solely on price are not going to make it long term.

Any sights on international expansion?

Spain will be next, starting next year – and Brazil would be another logical step. If a concept has done well in Portugal it usually makes for easier financing in Brazil. The fitness market there is currently hugely overpriced – but rents, build costs and taxes are also high. However in terms of potential, São Paulo alone is a vast market. After that we might consider the UK and Europe.

What was the scariest part of starting out on your own?

I'd obviously been with Holmes Place for most of my career and was used to taking a regular salary. When I left I soon realised that if I didn't get out of bed in the morning nothing was going to happen!

But when I look back I'm amazed at how much has been achieved in just a year – from developing the concept, to getting bank finance and opening the first site.

And what's the best part?

It's great to feel liberated and empowered and work with people you want to work with. We've shaken off our old stresses, but of course there will be new challenges to come. Andre, JP and I know each other well enough to talk directly, challenge each other's ideas, and not go off in a huff if we disagree.

The Portuguese economy is in a bad way - are you optimistic about the future?

It is tough and there have been lots of business closures – but I really believe we've created a concept that's right for now – and we're not just going to survive in this economy, but really thrive. ●



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Design news

The Yotel brand launches in New York, while Giraffe cooks up a new cafe concept in the UK

| | |
|-----------------|---------------|
| Project | Giraffe Cafe |
| Design | Nelson Design |
| Location | London, UK |

Giraffe launches new cafe concept

Giraffe has unveiled a new cafe concept, with an interior designed to appeal to the cosmopolitan, adult all-day market.

The style of the neighbourhood cafes are a departure from the bright orange and graphic-led art of the original brand.

Giraffe founder Russel Joffe worked with designer Claire Nelson to introduce a colour palette of copper and yellows, with natural elements such as timber. Hampstead was the first to open, and features a wall of mirrors made from National Geographic magazines.



Keeping up with the times - a new look for the popular Giraffe



The new exhibition space creates a 'wave' of information

| | |
|-----------------|---|
| Project | Voyagers exhibition, National Maritime Museum |
| Design | Real Studios |
| Location | Greenwich, London, UK |

A new voyage for maritime museum

Exhibition designers Real Studios have created an introductory gallery for the National Maritime Museum in Greenwich to coincide with the opening of the new Sammy Ofer wing.

The permanent Voyagers exhibition uses AV installations, text, objects and personal narrative to evoke the historic and contemporary relevance of the sea and maritime heritage.

Images are projected over a central wave structure and follow themes such as navigation, exploration, leisure and conflict. There's also an interactive space for children.



The resort can cater for upscale business events or launches

| | |
|-----------------|---------------------|
| Project | Akatsuki Resort |
| Design | Riccardo Tossani |
| Location | Koh Samui, Thailand |

Nature-inspired interiors for Thai resort

The 5-star Akatsuki resort is a new boutique facility set on a secluded beach on the island of Koh Samui, Thailand.

Designed by Tokyo-based architect Riccardo Tossani, the private resort is built entirely from recycled wood and uses natural ventilation and shade for guest comfort.

Catering for small groups or business events, the resort has a dining pavilion with large beach-side deck, a more relaxed living pavilion and a pavilion with conference technology. There are five Japan-inspired suites and a small private spa.



The Yotel concept was created by YO! founder Simon Woodroffe and CEO Gerard Green

| | |
|-----------------|--------------------------|
| Project | Yotel New York |
| Design | Rockwell Group, Softroom |
| Location | Manhattan, NYC, US |

Yotel launches in NYC

Yotel has launched in New York - the first city centre location for the brand.

The new hotel offers 699 stylish cabin-style rooms, including three VIP cabin suites with private terraces and jacuzzis offering views of the Manhattan skyline.

Designed by the Rockwell Group in collaboration with Softroom, the hotel also offers a lounge and bar with DJ booth, restaurant, gym, studio space for events and a 7,000sq ft outdoor terrace, which Yotel says is the largest hotel terrace in the city.

UK-based YO! founder Simon Woodroffe and CEO Gerard Greene based the design of Yotel's affordable rooms on first class airline cabins.



PHOTO © JASON LANG

The spa has been designed to give the feel of being cocooned

| | |
|-----------------|--------------------------|
| Project | Ritz-Carlton Spa by ESPA |
| Design | HBA Design |
| Location | Hong Kong |

Hong Kong spa design reaches new heights

Design company HBA London has created the interior of the Ritz-Carlton Spa by ESPA which has opened in Hong Kong's tallest building - the International Commerce Centre.

The spa is on floors 116 and 118 of the Ritz-Carlton hotel, which occupies the top 15 levels of the ICC, offering panoramic views over the Hong Kong skyline.

The 'cocoon' spa design has rounded forms and natural finishes, including bronze metal-infused timber, walls of textured horsehair and a curved alabaster reception desk.



All the hotel rooms offer a different design and ambience

| | |
|-----------------|----------------------------------|
| Project | Blanch House |
| Design | Jeremy Ornellas and Kerry Turner |
| Location | Brighton, UK |

Boutique hotel features mix of design

The new-look Blanch House has re-opened in Brighton after an extensive re-design and refurbishment.

Housed in a Grade II-listed Regency building, the 12-room boutique hotel has been sympathetically restored, with all rooms offering a different design identity.

The Perrier Jouet room has many original architectural features and a view of the sea. The Moroccan room's walls are painted to give an exotic feel, while the Alice room creates a quirky 'wonderland' with mirrored wallpaper. ●

STEPHEN HOLL ARCHITECTS

With the Cité de l'Océan et du Surf, Steven Holl Architects rose to the challenge of creating the 'Bilbao effect' in Biarritz. Kath Hudson speaks to lead project architect, Rodolfo Dias



PHOTOS: SIMON BARN

The outdoor plaza gives a sense of being in the middle of a wave (left), while the 'under-the-sea' space is light and voluminous (right)

What was your brief?

The design competition requested a surf museum and concept which connected the site to the sea. They wanted the typical museum elements: exhibition area, lobby, shop, cafeteria, administration, storage, but the brief also specified the site to have the 'Bilbao effect', to put Biarritz on the map for architecture. That was exciting to read and made us believe they were really ambitious about the project.

What is the museum context?

The museum concept evolved during the process. The competition started as a surf museum, but at some point it became clear that surf is one activity in the vast ocean, so they changed it to ocean and surf. The ocean is an endless open field for education and learning.

What was the inspiration for the design?

The design follows the concept of 'under the sky' and 'under the sea'. The building is divided into two parts: a concave public plaza, which is the 'under the sky' element. The plaza peels up to allow people to go underneath, which represents 'under the sea'. It's a really simple concept. For the design, we just had to follow the curve.

The curve also relates to the waves. When you are swimming in the sea, you are in this vast territory, but at the same time you have one wave in front of you and one at your back - this is how the plaza feels.

The glass 'rocks' in the plaza are like the two rocks of Ibarritz. We wanted something else to activate that

plaza, so we played around with it and developed this relationship with the two big rocks which are in the sea, right in front of the plaza.

When and why was the decision made to put part of the museum underground?

This was part of the original concept. The site is mainly surrounded by countryside and houses, so a big building would have had an enormous impact on the neighbourhood. In addition to that, the site was sloped and we couldn't really change that without incurring an enormous cost.

Another plus was that we were able to eliminate the need for air conditioning in the open exhibition gallery by simply ventilating it overnight, using a smoke exhaust mechanism.

We also concentrated the entry of light for the entire exhibition gallery at the north-facing entrance, which also creates an under the sea feeling. We were happy with the idea of just one source of light for this gigantic container.



Surfing made its first appearance in Europe in 1957 on the beaches of Biarritz, and the town quickly became the surf capital of Europe. Today, it remains a mecca for surfers from all over the world.

What materials were used?

They had to be durable, because it's a very hard site - close to the sea and very salty, so you really damage whatever material you put there. Concrete was chosen because it doesn't change colour or get affected by moss.

Because we wanted it to be monolithic and modern it had to be white concrete. Then the plaza had to be filled with a material which would go with the white concrete, and so we chose Portuguese white stone. We wanted the rocks to play with transparency, so glass was perfect. It's basically indestructible and behaves very well.



The above-ground glass structure allows light to flood down into the museum's expansive underground spaces

What element of the design are you most proud of?

I think it's the public plaza on the roof and that connection to the sea – this is something we were able to accomplish which was not on the brief. It frames the sky and the sea in such a dramatic way. As you walk in on this space, it's so powerful that you really forget about anything else.

What were the biggest challenges?

The biggest challenges came during the construction phase. The approach to construction in France differs from the US. Also there was a language barrier. I realised that I couldn't expect the whole team to speak English because I couldn't speak French, so I went back to school to learn French. By the second meeting I was already speaking French and they were very receptive to the effort I had made.

What was the best part about this project?

This has been the most intense two years of my life and the first time that I had been the lead architect on a construction site, so it was great to get people engaged with the project ambitions. I loved the way that the whole team was so ambitious and really pulled together to create something that is really amazing.

For example, we had the idea that the ceiling should be pure and white and clean. To start with they thought this was insane, but at the second meeting a new person suggested putting something on the ceiling and the entire team looked aghast at this guy and said: "But there's nothing on the ceiling, don't you know this?!"

THE BIG BLUE

Biarritz Océan comprises two main projects: The Cité de l'Océan et du Surf and the Aquarium at the Musée de la Mer. The original aquarium has been doubled in size (an extra 3,500sq m), with more exhibits added, such as the journey along the Gulf Stream and an 11m Caribbean lagoon. The ocean museum is an educational site, aimed at showing the complexity of the living ocean and raising awareness about its protection.



The new building – designed in collaboration with Solange Fabiao – includes:

- a vast 2,000sq m hall with ceiling heights ranging from 6m to 13m, for permanent exhibitions
- a 120-seat auditorium

- a 600sq m underground annex for temporary exhibitions
- reception areas and multimedia rooms for education
- a restaurant with a panoramic terrace, and a café
- a shop

What eco features does it have?

The main one was what I already referred to - the half-buried exhibition room, in addition to a natural ventilation overnight which eliminated the need for any air conditioning in the open gallery space/lobby. This was a big challenge.

The use of operable windows and skylights in the restaurant/café/terrace and surfer kiosk will also reduce the use of air conditioning in these areas.

So, have you created the 'Bilbao effect'?

I think we produced an exquisite piece of architecture, which will certainly be recognised by the public. The opening was in June and it was incredible to see the reception of the public, the plaza was packed. ●

SEAN HOLT

After decades of wrangling, the active sector finally has one unified membership body. The interim CEO of the Institute for the Management of Sport and Physical Activity (IMSPA) explains how the newly-chartered organisation is putting the past behind it to raise standards in the industry

As newly-formed professional membership bodies go, the Institute for the Management of Sport and Physical Activity (IMSPA) has a lot of advantages. Launched last May following the merger of the Institute of Sport and Recreation Management (ISRM) and the Institute for Sport, Parks and Leisure (ISPAL), the organisation was almost immediately awarded chartered status by the Royal Privy Council; its board of trustees is made up of some of the most experienced and respected people in the UK sports and physical activity sector; and its stated aim of professionalising the industry is being enthusiastically backed by government and other stakeholders keen to ensure a strong Olympic legacy.

As everyone in the active sector knows, however, the road to IMSPA has been a rocky one. Industry leaders have spent years trying and failing to reconcile warring membership bodies in order to provide the industry with a single, unified voice. After the creation of the Institute of Leisure and Amenity Management (ILAM) in the early 80s,

the first real step towards unity did not come until 2007, when that organisation joined forces with the National Association of Sports Development (NASD) to create ISPAL – but without ISRM’s involvement after a last-minute withdrawal, real progress could not be claimed. So this year’s merger is a watershed moment for the industry. But with such a difficult history, can IMSPA really command the confidence of the professionals it represents and get on with raising standards?

NEW BEGINNINGS

Sean Holt – interim CEO of the new institute and formerly of ISRM – is understandably reluctant to dwell on the years of in-fighting leading up to the merger, stressing it’s a new beginning for both the organisation and the wider industry. “The past is the past, and there’s not a great deal I can do to control that,” he says. “The focus is the future... the prize of going through the pain is that we now have an opportunity to grow and professionalise the sector. What I would say to people is don’t look back, look forward to the opportunities – get involved with the institute and make it a force for good.”

Holt is keen to quash any fears that the new organisation will be hindered by the kind of tribalism that plagued the merger process itself. “You just have to look at the statistics, which show that 96 per cent of both institutes voted in favour [of the merger],” he says. “If I was a politician, I’d be delighted with that mandate!”

Nor, he says, does the appointment of himself and Marc Newey – both from ISRM – as IMSPA’s CEO and chair respectively indicate in any way that ISPAL has been marginalised. Stressing that both he and Newey are “absolutely committed” to the new institute, he points out that his “very clear remit” when he took over from Ralph Riley at ISRM in December 2009 (following 14 years of service with Sport England) was “to modernise ISRM and ensure it was in the best possible position for entry into an equal merger with ISPAL”.

As for the transitional board of trustees – which is made up in equal parts by ISRM and ISPAL representatives, plus two independents (Dave Stalker, executive director of the FIA and health behaviour economist Denise Hampson) – they have, says



Holt says IMSPA will place a strong emphasis on regional initiatives and opportunities within the physical activity and sports sector



At the helm: Sean Holt is intent on building a powerful and respected organisation

IT'S THE FIRST TIME IT'S BEEN PUBLICLY ACKNOWLEDGED THAT WE'RE A SECTOR COMMITTED TO RAISING STANDARDS IN PROFESSIONAL PRACTICE*

Holt, "a terrific working relationship". The decision not to hold elections for a permanent board immediately, he adds, is to ensure business continuity, but they're expected to take place within two years.

A major boon to Holt's campaign to encourage the sector – and the wider population – to look favourably on the new organisation is how quickly it achieved chartership. But although it may seem as if this happened overnight, representatives from both ISRM and ISPAL had in fact been working on the application for over two years before it was granted – persuasive evidence of Holt's assertion that the former rivals can work effectively together. The backing of sports minister Hugh Robertson smoothed the application's passage, with the result that chartered status was awarded as soon as the new institute was formed.

RAISING STANDARDS

Holt is clearly very proud of this achievement, but is even more enthusiastic about what it means for the wider industry. "The Royal Privy Council is probably the highest authority in the

land. Gaining chartered status really gives recognition to the sport and physical activity sector and demonstrates that the government does take our profession seriously... it's the first time it's been publicly acknowledged that we're a sector committed to raising standards in professional practice. I think that's very important."

While Holt is hopeful that the chartership will help attract more quality people into the physical activity sector – as well as encouraging those already in it to raise their game – he recognises that the accreditation needs to be backed up by training, education and continuing professional development (CPD) programmes before a sports career gains the same kudos as other chartered professions, such as business or accountancy.

With this in mind, IMSPA has already signed a Memorandum of Understanding (MoU) with SkillsActive (the Sector Skills Council for sports and physical activity) to support the production of an employer skills protocol for the profession. The partnership was facilitated by the Skills Protocol Employer Leadership Group

(SPELGG), which includes representatives from the Sports and Recreation Trust Association (sporta), the Fitness Industry Association (FIA), the Chief Leisure Officers Association (CLOA) and the Leisure Management Contractors Association (LMCA). Aims include – but are not limited to – the creation of national occupational standards for all occupations covered by IMSPA membership and the establishment of a single qualifications framework for the same occupations.

When it comes to who will and won't qualify for chartership, Holt is positive but pragmatic. "I'd love everyone to be chartered, but clearly that's not going to be the reality," he says. "But by creating different levels of membership [there are nine membership categories from student member through to chartered member], what we want to demonstrate is that there's a clear pathway for people coming into the profession and should they wish to progress to chartership level... the institute can facilitate that."

Holt is reluctant to put a figure on how many of its existing 6,000 members might qualify immediately for

chartership, but says: "One would hope that certainly those at the top of their profession – with a minimum of five years' management experience and appropriate qualifications – will apply and be accepted."

NEW PACKAGES

Alongside raising IMSPA's profile within the sector, another key focus for the board this year is membership recruitment. With all up-to-date subscriptions to ISRM and ISPAL automatically transferred, the goal now is to broaden and increase the membership to make good IMSPA's claim of representing the whole of the active sector.

As Holt points out, the new institute will draw its members from a much broader cohort than either of its fore-runners, with professionals working in research, policy, administration and events management being actively targeted alongside those employed by sports and fitness operators and suppliers. "There are over a million people working in this sector," says Holt.

He is equally clear, however, on who the institute doesn't represent. "I think it's very clear that the parks people are now working with [the parks membership organisation] GreenSpace, and that's absolutely fine," he says. "We can work very closely with GreenSpace, but we're clear our remit is around sport and physical activity."

As well as individual membership packages, the new institute is offering three "partnership packages" aimed at increasing membership. The first is a corporate partner package giving major employers, local authorities and other professional organisations (such as Sport England and sporta) the opportunity to be associated with IMSPA, while offering discounted membership and other benefits to their employees; the second is a skills development partner package for higher education and further education providers, aimed at bringing student members on board; and the third is a registered supplier package, offering specific benefits to the commercial companies that supply the activity sector.

PHOTO: SHUTTERSTOCK.COM/BORIS MRDIA

IMSPA wants to represent the whole of the active sector in the UK

"WE'RE NOT SET UP TO BE A LOBBYIST

ORGANISATION. OUR ROLE IS MORE ABOUT BEING A CRITICAL FRIEND TO GOVERNMENT"

But why should employers and education providers get involved with a body that only offers membership to individuals? Holt is clear on this: "Because, from their point of view, it demonstrates to their own stakeholders and customers that they are committed to raising standards of professional practice and investing in their staff... and because there's a clear correlation between the quality of staff and output of an organisation."

In return, he hopes that membership numbers will see a significant boost from the partnerships, with good reason – sporta alone has 46,000 staff across its 100-plus leisure trusts and enterprises, and has already publicly urged them all to join IMSPA.

GREAT OPPORTUNITY

The new institute's relationship-building efforts are given additional impetus by the location of its HQ at SportPark, the £15m development which opened in Loughborough last year and is home to numerous top sports governing bodies and national sports organisations, from the England and Wales Cricket Board to the English Federation for Disability Sport, Sport England and the Youth Sport Trust. "Being in this environment is certainly helpful, because the institute is at the heart of the community from which it hopes to attract its membership," says Holt. "And our relationship with our neighbours is excellent."

But although IMSPA is based in the UK capital of sport, Holt points out there is a strong emphasis on regional initiatives and opportunities. "We've got 10 vibrant regions which have a key role to play – not only in supporting members within their geographical patch, but also in making sure we're close enough to the ground to understand their individual needs... because there are different issues in Wales than in Northern Ireland and in Scotland," he says. "The regions for me are fundamental to our success."

Something that will be less central to IMSPA is lobbying. "We're not set up to be a lobbyist organisation," says Holt. "Our role is more about being a critical friend to government... to support initiatives and policy proposals, but also to challenge in a constructive way on behalf of the industry where we feel there's a need."

As to the challenges ahead, Holt says raising standards will be a focus for some time to come – especially as the Olympics loom. "2012 is a spotlight on sport, but it's also a spotlight on standards," he says. "We've got to make sure that whatever legacies come out of the Olympics, the people driving and delivering those legacies are of the standard to sustain them going forward. It's a fantastic opportunity for the new professional body." ●

Rhianon Howells is a freelance journalist



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SOUND INVESTMENTS

Britain's rich offering of live concerts and music festivals attract millions of visitors each year. UK Music's Adam Webb assesses how valuable 'music tourism' is to the economy



Major live music events attract over 7 million visitors each year and benefit the UK economy

In May of this year, on the verge of a music festival season that would run for five months and incorporate more than 700 individual events, UK Music published Destination Music, the first comprehensive study of 'music tourism' ever undertaken in the UK.

The project involved us working with Bournemouth University's International Centre for Hospitality and Tourism Research, who had access to 2.5 million anonymised ticketing transactions. These were cross-referenced with festival surveys, tourism reports, economic assessments and music industry data.

The objective? To determine the value of large-scale music events to tourism in the UK, that would capture revenue spent by overseas fans travelling with the primary motivation of attending a music festival or concert, or UK residents who travel cross-country for the same purpose.

Our definition of a music tourist was kept deliberately conservative. Overseas visitors only qualified if they purchased an event ticket before travel. Domestic UK residents had to travel outside their home region.

Even within these self-imposed limits, the results uncovered were pretty extraordinary: large-scale live music

attracts more than 7.7 million visits from overseas and domestic tourists.

Combined, these visitors spend £1.4bn in the course of their trip – a boost of £864m to GDP and the equivalent of some 19,700 full-time jobs. Given these totals only included ticketed events over 5,000 capacity, they are most certainly an underestimation.

For instance, the economic activities of tourists attracted to street events like the Notting Hill Carnival or Leicester Belgrave Mela, prestigious venues like the Royal Festival Hall (capacity 2,500) or to thousands of music-hosting theatres, pubs and clubs in the UK were not included.



Harvest Festival at Jimmy's Farm takes place in September and is a family-oriented event

THE MUSIC CHAMPION

UK Music is an umbrella organisation representing the collective interests of the UK's commercial music industry – from songwriters and composers, artists and musicians, to studio producers, music managers, music publishers, major and independent record labels, music licensing companies and more recently, the live music sector.

The organisation, whose chief executive is musician Feargal Sharkey, says its aim is to understand, explain, promote, protect and nurture the UK's commercial music. Details: ukmusic.org



Since opening in 2007, organisers say the O2 arena in London has consistently sold more event tickets than any other arena worldwide, consistently every year

MUSIC STRATEGY

There were a variety of reasons for embarking on this project. Firstly, was a speech made by the prime minister in August 2010, announcing plans to vastly increase numbers of overseas visitors to the UK.

The government's resulting tourism strategy, published in March, detailed a National Brand Index survey, which ranked the UK as fourth in the world for being an "interesting and exciting place for contemporary culture such as music, films, art and literature".

This is a strong indication of how the rest of the world perceives us.

Secondly, was when tourism and creative industries were both individually recognised by the Treasury as two of a handful of economic sectors that might deliver short or medium-term growth. Both featured significantly in this year's Budget.

And thirdly, was a question we had been mulling over in the UK Music office: what, aside from music, could turn a humble zebra crossing in London's Abbey Road into a global tourist attraction (visit the webcam at www.abbeyroad.com).

Here, it appeared, was an opportunity to highlight the correlation



Whatever the weather: Die-hard music fans will brave all conditions

T in the Park, Scotland

Ian Miller, leader of Perth and Kinross Council, told *Destination Music*: "T in the Park generates in excess of £7m per annum for the local economy of Perth and Kinross. The equivalent of £10.7m is generated through media coverage likely to benefit local tourism.

"During the festival there is a major influx of people into the area. The

Balado site becomes the fifth largest population centre in Scotland for the weekend of the event.

"Hotel rooms are booked solid in Perth, Kinross and the surrounding areas, and local shops see a huge boost in their business through the sales of camping equipment, clothes, food and drink."



Live music events appeal to all ages, and summer is a busy time for UK festivals

between investment in creative talent and the wider economic benefits of music to the UK economy.

If artists like Plan B, Arctic Monkeys or Tinie Tempah are responsible for crowds of people gathering in the open air then, as a direct result, literally thousands of businesses are prospering, from sausage sellers to yurt makers, production services, camping specialists and vehicle hire.

A 2009 economic impact assessment of the Reading Festival revealed a total gross spend of £31m, with £16m going directly into the local economy. Similar research undertaken at T In The Park in 2006 estimated a worth of £18m, with 30 per cent of

the 18-34 visitor demographic travelling from outside Scotland. Tourism chiefs in Carlisle were anticipating a £4m boost from hosting Radio 1's Big Weekend in May 2011.

GLOBAL STAGE

Music is one area where the UK still punches well above its weight on the global stage. Last year, UK acts account for 12 per cent of global recorded music sales. Of the 35 biggest music festivals in the world, nine

out of 10 had a UK act among the event headliners.

Such potency was illustrated by film director Danny Boyle when revealing his initial thoughts for the opening ceremony at next year's Olympics.

"For such a small country, we have the most extraordinary tradition of music," Boyle told the Sunday Telegraph in June 2010. "People look to Britain as a beacon of music...just think about who we've produced - the likes of David Bowie, Jimmy Page -

Geographical Distribution of Music Tourism Visits

SCOTLAND

187,000 Music Tourists
2% UK Share

WALES

252,000 Music Tourists
3% UK Share

N. IRELAND

166,000 Music Tourists
2% UK Share

YORKSHIRE / HUMBERSIDE

274,000 Music Tourists
4% UK Share

NORTH WEST

965,000 Music Tourists
12% UK Share

NORTH EAST

286,000 Music Tourists
4% UK Share

WEST MIDLANDS

942,000 Music Tourists
12% UK Share

EAST MIDLANDS

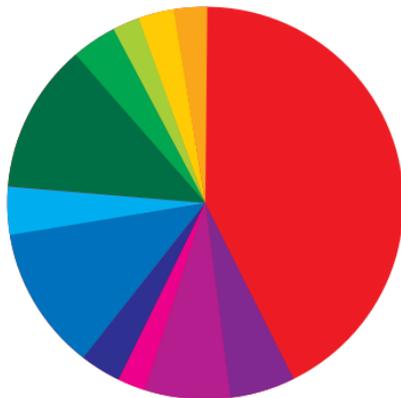
259,000 Music Tourists
3% UK Share

EAST OF ENGLAND

176,000 Music Tourists
2% UK Share

SOUTH WEST

541,000 Music Tourists
7% UK Share



SOUTH EAST

429,000 Music Tourists
6% UK Share

LONDON

3,303,000 Music Tourists
43% UK Share

TOTAL 7,778,000 Music Tourists (Source: Destination Music)



Belfast's music scene has raised the city's profile. Above, Colenso Parade on stage

and all the bands from Manchester where I'm from, like The Smiths, the Stone Roses and New Order. I love that world of music, it's a big part of my life and many people's lives, and you would imagine it would be a big part of the ceremony because pop music is freeing and inspirational."

The growth and professionalism of large-scale live events has played a significant part in this success story. In 2009, revenues generated by live music in the UK – and particularly the big festivals and arenas like London's O2, now the world's most successful ticketed venue – exceeded those from recorded music for the first time ever.

This evolution is evident in the sheer diversity of events now hosted across all regions of the UK. Alongside long-running festivals like Glastonbury, Reading, Leeds, T in the Park and Womad, are a number of well-developed brands, such as Sonisphere, Summer Sundae, Download, Bestival, Green Man and Creamfields.

There are events specifically for families (Wychwood, Camp Bestival); for foodies (Feastival, Harvest), and for every type of specialist interests (All Tomorrow's Parties, Shetland Folk Festival, Southport Weekender).

In coming years there will be economic pressures that threaten to check such explosive growth. The

Music boom in Belfast

Music tourists in Northern Ireland spend at least £25m a year, benefiting the economy by £8m a year in GVA and sustaining the equivalent of 205 jobs. Last year, Belfast Music Week made over £1m for the city.

Lord Mayor of Belfast, councillor Pat Convery told *Destination Music*: "Belfast's music receives high interna-

tional praise. Our latest generation of musicians are playing a crucial role in revitalising the city which is lit up with a vibrant calendar of music festivals.

"This art form is defining the new mood of Belfast. The fact that MTV's Europe Music Awards will be held in Belfast in 2011 is a significant endorsement of our current music scene."

National Arenas Association has reported a significant fall in attendances at music arena shows in 2010. In the US, last year's gross sales for the Top 50 tours fell by 15 per cent.

However, UK Music's recommendation of a national strategy around live music, aimed specifically at attracting overseas visitors, could help alleviate these pressures.

GEOGRAPHICAL DIVERSITY

According to *Destination Music*, music tourists visiting from abroad, although small in number (5 per cent of the total) spend disproportionately more than their domestic counterparts. In fact, overseas tourists constitute 18 per cent of all music tourism revenues.

If we can increase their ratio (to 10, 12, 14 per cent or more) the impact

could be hugely significant – and to all areas of the country.

The largest slice of music tourism revenues might be spent around London and the South East, but nowhere in the UK has a monopoly on musical talent or heritage. There are arenas and festivals in every region, while different musical scenes are always emerging.

This kind of geographical diversity has defined music in the UK. It's a sound as distinctive as our patchwork of accents and cultures. It's a truly national success story.

With a national tourism strategy to match, we could benefit even more from this unique and – at times – under appreciated asset. ●

Adam Webb is from UK Music



Hay's event in Kerala includes classical Indian arts like Kathakali

PHOTO: ZIVET / SHUTTERSTOCK.COM

HAY FEVER

Literati the world over are drawn to the Hay Festival in Wales each year. Project director Cristina Fuentes tells Julie Cramer how the organisation is now busy creating a network of international events



Cristina Fuentes is passionate about creating cultural exchange

PHOTO: DANIEL WOODRISMAN

When did Hay first decide to expand internationally?

Hay Festivals has been giving advice and sharing know-how with other international festivals for many years. As a special and successful model, many people came to us asking for help setting up similar festivals and we did so with Mantova, Berlin and Parati, etc.

There came a point when we thought we could use our expertise to create new festivals elsewhere. We wanted to create bridges and a culture of exchange between all these festivals. The power of telling stories, sharing, and talking is universal.

How many international sites do you now have?

We currently have Hay Festivals in Colombia, Mexico, Spain, India, Maldives and Kenya and we are planning one in the Arab world.

What is your criteria for selecting a new location?

We look for special places with the right human, architectural and historical context – it needs to be a place with cultural richness where the right exchange can be achieved.

How are the international festivals funded?

It depends on which festival - each of them has got its own soul and personality. For example in Kerala, south India, we have a production partner. In other places, such as Cartagena or Segovia, it is produced entirely by the Hay Festival, but always working with amazing local teams.

What are the average costs?

Again it depends on the festival. Some of them have more in-kind support than others, different infrastructures, more or less funding capacity, etc - but we could say on average an investment of US\$800,000 is needed for a four-day festival.

Could you highlight some particular literary achievements?

I am particularly pleased with the Bogota39 and Beirut39 initiatives that we have developed with UNESCO and its 'World Capital of the Book' years in Bogota (2007) and Beirut (2010). Both events were about a panel of experts selecting, highlighting and celebrating 39 of the best regional writers under the age of 40. We created a great fes-

tival of talks and celebration in each city with these writers and opened up many opportunities for them.

With Beirut39 we convinced Bloomsbury to publish an anthology of texts and short stories of the 39 writers simultaneously in the Arab world, England and the US. We have since invited many of the Bogota39 and Beirut39 writers to our international festivals and many of them are now being published in other languages. I think it is very exciting to promote new talent – it's a vital objective for us.

What are the main challenges you face with Hay International?

Getting the necessary funds and creating sustainability – the balance of public and private money varies per country. Another challenge is working with new cultures, teams and timings.... we're learning all the time!

What is your professional experience with Hay?

I am director of the Americas and special projects. I set up and run the festivals in Mexico and Colombia, co-direct de festival in Segovia, and run projects like Bogota39, Beirut39.



PHOTO: JEFF MORGAN

The Hay Festival has always been a celebration of different cultures



PHOTO: JEFF MORGAN

Outreach events for children are key for Hay at home and abroad



PHOTO: DANIEL MORZINSKI

Cartagena de Indias in Colombia was the first international festival



PHOTO: FINN BROWN

Hay's many literary contacts will be present at international events

What would be a typical day for you during festival time?

I am greeting authors, sponsors, talking to the press, making sure my team is all right. We work with great people everywhere who embrace our way of working and we are also leaning from them all the time.

What are the most rewarding aspects of the job?

Many. A conversation among writers, when it works, it is one of the best shows. It's great when you see the audience reacting – seeing the transformative power of the arts in action. Being a part of this is very rewarding.

It is also very rewarding to mobilise people to come to listen to writers, to exchange ideas and to celebrate – and to convince private companies and individuals to share our vision and create partnerships all over the world.

Which festivals stand out for you?

Hay Festival Cartagena de Indias – it was the first international Hay and we came to Colombia six years ago when the country, due to all its problems, was quite isolated. We created a conversation between Colombia and the

HAY INTERNATIONAL UPCOMING EVENTS

- Merthyr 2–4 Sep 2011
- Nairobi 15–18 Sep 2011
- Segovia 22–25 Sep 2011
- Xalapa 6–9 Oct 2011
- Maldives – Nov 2011
- Kerala 18–20 Nov 2011
- Cartagena 26–29 Jan 2012
- Beirut – May 2012

world by taking people like Kingsley Amis, Hanif Kureishi and Salman Rushdie there and helping to generate a more positive free press internationally. Colombia is rich in culture and we found a phenomenal audience there – inquisitive, curious and generous.

Kerala has also been very successful in its first year (2010). We embraced their very diverse culture and celebrated it globally.

How is the mix between local visitors and tourists?

It varies – for example in Segovia we get lots of foreign visitors – the festival there has become an important reason for cultural tourism in Europe.

In Cartagena, we have hourly English talks or Hispanic ones with simultaneous translation into English to encourage international cultural tourism. Obviously each festival also promotes national tourism.

Is Hay International involved in any community outreach work?

This is a vital part of each festival. We work internationally with the British Council conducting workshops with students and teachers.

In Cartagena, one of Colombia's poorest cities, we work all year round with Fundacion Plan – a project that empowers teachers to teach better literacy. In Colombia we also run, along with the Education Ministry and a TV channel, a national short story competition to get 40,000 kids writing.

What is Hay's vision for future international expansion?

The idea is to make the current festivals sustainable with stronger community outreach projects and to go to new places. We want a presence in the Arab world, quite likely Beirut, and we've got many ideas and projects in the pipeline, so watch this space! ●

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WHEN: 11-12 October

WHERE: London Olympia

www.energysolutionsexpo.co.uk

Energy Solutions 2011

This year's show will offer over 150 hours of educational content on key issues for operators

Vast volumes of energy are consumed by the leisure industry each year, from the facilities themselves, down to the fitness equipment. As an energy intensive industry, the sector can still address energy management and environmental issues in a proactive and controlled manner.

The Energy Solutions 2011 event is for those in search of education and practical energy management initiatives such as energy monitoring and analysis, the use of energy consultants, managing the purchase of utilities and energy efficient products and services. It is regarded as one of the UK's leading energy management and procurement events.

Energy Solutions and its co-located events is expected to attract more than 8,000 people, bringing together professionals from a vast range of industry sectors. Incorporating energy management, procurement, efficiency and on-site renewables, the event is supported by the Carbon Trust, a leading organisation which provides specialist support to help businesses reduce carbon emissions and save energy.

INVESTORS IN EDUCATION

With education and knowledge driving the sector, the Carbon Trust, the UK's Department of Energy and Climate Change (DECC), the Environment Agency, Carbon Clear and the Major Energy Users Council (MEUC) have joined forces to create an instructive and authoritative educational programme covering key energy issues at this year's event.

Speakers such as Mark Chadwick, CEO of Carbon Clear, Terri Wills, London city director of the Clinton Climate Initiative, Richards Jones from the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme (the Environment Agency) will be giving presentations at the show.

The Renewables Theatre will focus on microgeneration and sustainable power, while visitors to the Green-Tech Theatre are invited to discover the key factors and teachings of successful energy saving campaigns through case study-led seminar presentations.

New to Energy Solutions for 2011 and run in association with the Major Energy Users Council (MEUC), the Key Question Time will focus on the key

energy procurement issues relevant to UK businesses. Attendees are invited to put questions to the panel of respected industry professionals participating in a specialist energy-related live panel debate.

SPECIALIST SUPPLIERS

Home to over 150 hours of educational content, Energy Solutions 2011 will be co-located with M&E – the Building Services Event and Total Workplace Management, the FM and estates event, and will attract energy users from all over the UK looking to source specialist advice and ultimately become more sustainable.

Taking place at London Olympia from 11-12 October, Energy Solutions, is one of the UK's largest exhibitions dedicated to energy management and procurement and on-site renewables. Alongside the seminar programme, the event will showcase the latest in products and services from more than 300 exhibitors across the energy sector.

For more details on Energy Solutions 2011, the Innovation & Sustainability Awards or to register for a free pass, visit www.energysolutionsexpo.co.uk



PHOTOS: © EARL CARTER PHOTOGRAPHY



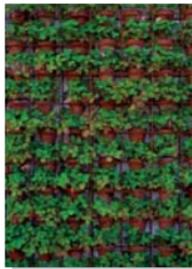
Designer Joost Bakker's passion for farming, food and all things recyclable led to the creation of an acclaimed eco-restaurant concept. He talks to Julie Cramer about the growth of Greenhouse in Australia and how it will soon be coming to London

With queues outside his restaurant from 9.30 in the morning until 10 at night, a 'view-to-die-for' location beside the Sydney Opera House and Harbour Bridge, and media attention from around the world, designer and eco-preneur Joost Bakker's latest venture could easily be described as a runaway success.

His eco-conscious, pop-up restaurant, the Greenhouse by Joost, made its brief appearance on Sydney's harbourside for six weeks from March 2011. There had been plans to then take the concept on a whirlwind European tour, but while Joost felt it could be done in an environmentally-friendly way, he had to concede that the economics of the plan didn't stack up. Instead, the first permanent Greenhouse restaurant, which opened in Perth in 2009, will soon have sister sites in Sydney and Melbourne, while London will be home to the concept's first permanent location outside Australia – due to open by mid-2012.

"Since we opened our first permanent site things have gone absolutely crazy," says Bakker, who is mostly referred to by his first name (pronounced 'yoast'). "The idea of putting up a steel and straw bale building in between the high rises of Perth's business district was never going to fit with the planning laws – but the city's mayor believed in what we were trying to do and made sure it happened."

GREEN BY DESIGN



"Perth has grown from a mining town and we weren't sure of how the concept would be received, but people absolutely loved it. The response has been amazing," he says.

Designed and built by his own hands – and a trusty team of eco-workers – the Greenhouse concept embodies all of Joost's strongly-held beliefs of what a sustainable business should be.

ORGANIC PROCESS

The reclaimed steel-frame structure is naturally insulated with straw bales and all the furniture is made from an eclectic range of recycled materials (see information box). In the restaurant, whole wheat from a local farmer is freshly milled on site, milk from the dairy farm is delivered daily in buckets to be turned into yoghurt and butter, there's a home-grown worm farm for composting organic waste, and the menu is a simple collection of fresh, local wholefoods, and the staff wear eco-friendly clothing.

Sustainable and 'pop-up' restaurants are flavour of the month in many culinary hotspots around the world, but it is clear talking to Joost that his

Prime location: The Greenhouse by Joost pop-up restaurant stood on the Sydney harbourside for six weeks, with stunning views of the iconic bridge and opera house

Greenhouse concept is an inevitable culmination of his life experiences, and comes from the heart.

Farming, nature, art and recycling – all elements intrinsically bound up in the Greenhouse – have had a major part to play in his life and career path.

The son of a Dutch farmer, his family emigrated to Australia when he was nine, where they settled into a farming community in the Yarra Valley.

"In Holland, Dutch flower growers lived next door to other flower growers – in Australia we were surrounded by Italians and Vietnamese who all brought their own farming cultures. The diversity was enormous compared to back home," says Joost.

As a young boy he dreamed of becoming a farmer, but at school Joost's artistic talent came to the fore, and it was clear that his future

endeavours would feature both. "I've always been interested in the soil and how things are grown, built, what materials are used, and where those materials come from," he says.

After school he decided not to enter the family farming business, instead setting up as a flower importer, sharing a warehouse with a friend who imported exotic mushrooms.

He says: "It was here that I first got to meet restaurateurs who came to the warehouse to buy mushrooms." Before long, Joost was not only supplying exotic flowers to those restaurants, but doing displays for them as well.

It was to be some years before Joost entered the restaurant world himself. He says: "Jenni [his wife] and I lost money with the flower business when the Asian crisis hit. I had always enjoyed the artistic and creative stuff, so decided to pursue this instead."

ARTISTIC NATURE

With his natural talents clearly being employed, Joost became a sought-after installation artist and furniture designer, with private and commercial commissions across Australia.

"I'd always made my stuff from things that people threw away or from natural elements. I became good friends with people working at the recycling yards. It really opened up my eyes to how much we throw away, and how difficult we make it for people to recycle," he says.

When in 2008 progressive urban planner Rob Adams heard that Joost was building a 100 per cent recycled house, he invited him to construct his concept temporarily in the middle of Melbourne's Federal Square.

"I wanted to prove it could be done, but I didn't want to just build a show home that people wandered in and out of. I wanted to give them a whole experience," says Joost.

And so the prototype of Greenhouse was born as a pop-up eco-friendly restaurant with a garden on the roof. It took three months to build, and stood in central Melbourne for a further three months (the pop-up concept has evolved since then, with the Sydney site taking just three weeks to put up earlier this year).

Joost says: "In hindsight I must have been mad to build a 500-seat restaurant and expect the business to break even in three months." But what he lost in terms of investment, he more than made for in reputation, and interest in the Greenhouse has been escalating ever since.

"While we were in Sydney, we even had representatives from MacDonald's flying in from the US to experience the concept," says Joost

The prototype for Joost's Greenhouse was built in central Melbourne as a temporary project. Since then, interest in the concept has sky-rocketed

Until recently, much of Joost's Greenhouse concept had been self-funded, but with the decision to expand around Australia and also to open in London it was clear that more backing was needed.

FUNDING PARTNER

A friend who had retired aged 39 as CEO of a large publicly-listed company was inspired by the concept, and came out of a short-lived retirement to help grow the business.

The pair – Joost with an artistic eye and his partner with a commercial eye – have recently returned from a reconnaissance trip to London where they were looking for suitable sites. "The support we've had from London has been incredible, and we were offered some great places," he says.

There were talks about a pop-up site in Trafalgar Square, Covent Garden or Somerset House, but by then Joost had already decided that the pop-up idea was no longer viable, as he would have to take on a corporate sponsor in order to fund it.



"I don't mind putting up a restaurant for five or six years, but not for five or six weeks. As Sydney proved, once it's up, people want it to stay," he says.

He is near to agreeing a London site, and work should begin this autumn, with an estimated total build cost of around Aus \$2m (£1.33m). Acclaimed young British chef Douglas McMaster, formerly of St John in Clerkenwell (who himself created a pop-up restaurant concept – Wasted – in Australia), is now back in the UK to spearhead the London development.

On his brief three-week trip to the UK, Joost says he spent as much time

BIOYNAMIC FARMING

When the Greenhouse opens in London, produce will be sourced from the UK's network of biodynamic farms. Biodynamics - developed by Austrian Rudolf Steiner in the 20s - is a holistic approach to agriculture based using both practical methods and philosophy.

In the UK, the Biodynamic Association represents over 100 farmers, and

larger sites include Perry Court Farm in Kent and Laverstoke Park Farm in Hampshire, owned by ex-racing driver Jody Scheckter.

A biodynamic farm is self-sufficient in waste creation and disposal, and focuses on creating a unique relationship between people, livestock, plants and soil. Special manure and herb-based formulas used to stimulate the soil and improve fertility. Biodynamic

soil is said to absorb 25 per cent more carbon, making it eco-friendly, while the rhythms of the sun, moon and planets inform the planting calendar.

Demeter is the certification body for biodynamic farming and food, covering over 40 countries. Details: www.biodynamic.org.uk



BUILDING GREEN HOUSES

The Greenhouse in Perth and the pop-up restaurant in Sydney both used the Productive Building Method developed by Joost Bakker. This concept used both recycled and recyclable materials, and the whole structure can be easily dismantled and re-assembled at low cost, without the need for skilled labour. No materials containing harmful chemicals are used, and Joost sees each building as a place that can harvest food, water and energy – improving the local environment instead of detracting from it.

The building's 100 per cent recyclable steel frame is fixed together with galvanised steel screws and then clad in plywood from sustainable plantations. Wall and roof cavities

are packed tightly with straw bales (a problematic waste product) from local farms, creating high thermal insulation and good fire resistance. The exterior of the building is clad in corrugated iron and covered in a vertical wall garden made from steel mesh and around 4,000 terracotta plant pots.

A rooftop garden provides produce for the kitchen, and LED grow-lights are used to stimulate plant growth in shaded areas. Used water is filtered through soil and sand and collected in recycled bins to be reused.

Restaurant bar stools and tables are made with boards from old wooden palettes, lampshades from reclaimed fencing wire, ice buckets from old gas cylinders, while the seating leather is off cuts from a local saddlemaker.



Thousands of simple plantpots adorn the exterior of Greenhouse in Perth

as he could talking to farmers and potential suppliers.

"I found a lot of restaurants in London talked about sustainability on their menus, but to be truly sustainable, you've got to go a lot deeper.

"It became very clear when talking to the farmers that they were not being supported. There's a disconnect between what some restaurants are saying and what is happening."

HARNESSING BIODYNAMICS

In Perth, Joost draws on the long-cultivated traditions of biodynamic farming, which he describes as the most sustainable type of farming. "No waste leaves the farm, and the most benefit is drawn from the soil," he says.

"I was really surprised by how few biodynamic farms there are in the UK and how little is known about it. For a population of 60 million, I expected there to be many more," he says.

"There is a huge issue with waste in farming and food production," says Joost, who is conscious of the amount of waste produced by restaurants and keen to lead by example. In Sydney, he says food waste was put into a Jora Form machine commonly used in Swedish apartment buildings, turning it into compost in just 10 minutes.

"We don't take delivery of any food packed in boxes containing paraffin.

"We extract the juice from sugar



If someone orders a pasta at midday, that dish will have been wheat at 11am - you can't get faster than that from grain to plate



cane to sweeten our homemade cola and drinks, make our own tonic water, squeeze our own juices, and serve most of our wine from a tap," he says.

While there has been a lot of interest in the Greenhouse's quirky furniture – such as the glasses fashioned from old beer bottles and chairs made from old aluminium irrigation pipes, Joost insists that the quality, taste and provenance of the food is still very much at the heart of the concept.

"Restaurants make sustainable food expensive, but it doesn't have to be like that if you work with the growers in the right way. If a farmer has a lot of cauliflowers one week, we'll come up with lots of different ways to serve it in the Greenhouse. That farmer can't

run his business if all you want to buy from him is half a box of cauliflowers.

"I think people will be surprised at how affordable the Greenhouse is – that's my whole point. I don't want customers saying 'yes it's sustainable but it's bloody expensive'."

Joost seems particularly proud of his freshly milled wheat, which he says is full of vitamins, minerals and essential oils – a far cry from the denatured flour used in so much food today.

"If someone orders a pasta at midday, that dish will have been wheat at 11 o'clock. You can't get faster than that from grain to plate, and it's a highly nutritious, wholefood product."

It is this dedication and desire to be close to the source that seems to define Joost and his business ethics.

In the Sydney pop-up, which saw 40,000 people through the doors in six weeks, he worked seven days a week, rising at 5am when the pastry chef arrived, meeting and greeting all day long, mopping the floor at closing time and collapsing in a heap by the pizza oven for a short night's sleep.

With this determination, Joost is well on his way to building a global, sustainable brand. He says: "I guess I've become a bit of an activist and built a profile in this area. But I don't like to preach at people. By them sitting in the restaurant and consuming the experience, I can prove my point." ●



The event will offer a large range of free content, and networking opportunities for operators, energy buyers, suppliers and experts

The Energy Event 2011

The Energy Event is aimed at all businesses and organisations needing to take control of their energy use, comply with legislation and procure energy more intelligently

The Energy Event has grown to be one of the largest energy exhibitions and conferences in Europe. Launched in 2001, it is dedicated to energy procurement, management and efficiency, supported by the leading industry organisations.

It is a key event for all senior professionals with responsibility for their organisation's energy requirements. All the major energy suppliers and brokers in the UK will be under one roof, and visitors can attend a comprehensive seminar programme.

The Energy Insight Conference will bring together leading experts and commentators in the fields of economics, climate change, energy policy and security, the nuclear industry, demand management and carbon reduction – creating a forum for debate on critical issues such as pricing, risk and carbon reduction. Minister of State for Energy and Climate Change, Charles Hendry, will deliver the keynote address on the future of the UK energy market.

The minister has stated that decisions being made now on how much and what type of energy is needed will affect the UK for the next few decades, which is why he says it's important to strike a balance between creating clean energy from renewable sources and nuclear, and using current energy sources in a green way. Mr Hendry's speech will cover the



WHEN: 13-14 September
WHERE: NEC, Birmingham
DETAILS: www.theenergyevent.com

Electricity Market Reform, the CRC scheme and the Green Deal.

Conference sessions are designed to inform attendees about how best to position their organisation's medium-term energy strategy to keep costs low and reduce energy risk. Delegates are also given the opportunity to put their questions to the UK's energy experts.

BBC Radio 4's Today programme presenter, John Humphrys, will chair discussions with key European energy industry figures on topics such as electricity market reform, energy pricing and the prospects for nuclear energy.

Leading UK businesswoman, Karen Brady, will join as guest speaker on the topic of 'Effecting Change' in business, looking at how to influence change from the boardroom down in relation to energy management.

Other speakers include Russ Priestley, director of British Independent Utilities (BIU), whose presentation will advise on 'Getting

energy procurement right'; Professor David Mackay, Chief Scientific Advisor of the Department of Energy and Climate Change's presentation will ask 'What part do major energy users have to play in creating a low carbon, sustainable future?'; and Mark Callaway of Power Efficiency and Robin Welsby of Celene AG will make a presentation giving advice on energy purchasing strategies.

The guest speaker on day two of the Energy Insight Conference is Lord Digby Jones, the author of the recently published book entitled *Fixing Britain*. The presentation from Lord Jones will discuss the need for British businesses to start making the changes that will be required to move towards a low-carbon society.

Afternoon sessions on both days will be hosted by the Major Energy Users' Council (MEUC) and will cover topics including understanding efficiency in relation to water, energy and gas, low carbon incentives and legislation, energy security, energy monitoring and management, managing energy risk, employing an energy broker, and highlighting who will benefit from the government's 'Green Deal'.

Presentations in the show's Energy Information Theatre will enable energy professionals to hear up-to-date case studies covering the many important energy issues that are concerning the industry today. ●



JOINING FORCES

Councils can save money by working together on a joint procurement process. So why doesn't it happen more often, asks Capita Symonds' Chris Marriott

My next door neighbours on both sides are really nice people. They keep their cars clean, their lawns trim, and they let me borrow stuff from their tidy garages.

A pleasant five-minute conversation while unloading the shopping from the car is one thing, but would I want to go on holiday with them? No thank you.

I don't know them well enough to risk it. What if they become terrible bores after that untested five-minute threshold? Two weeks would be too long to take, and our neighbourly relationship could be badly affected in the long term.

So why is it that some councils choose to work with their neighbours for up to two years at a time?

As I've banged on about recently, councils are increasingly looking to outsource the management of their leisure facility portfolio. They can either procure an operator themselves, or (as in the case recently of Guildford & Woking, and Charnwood & Melton) they can procure their operators jointly. We call this, with beautiful logic, "joint procurement".

They seem to want to work together for two commendable reasons. Firstly, it's as part of some greater strategic, synergistic, joined-up goodness. Secondly, it's to save cash.

They can save this cash in two ways. Firstly by shared advisory costs through shared meetings and joint drafting of procurement documents. Your lead advisors (who, by the way, it is essential you appoint jointly) will act as your single point of communication to the operators

Secondly, by getting a better deal from a leisure operator in recognition

of the fact they can bid for two contracts in parallel and, if they win them both, may operate them together over the same term.

Bidders will be more interested in a larger package. All facilities included in the procurement process are considered to be one package for the purposes of the mechanics of bidding for them, regardless of whether they are owned by Council 1 or Council 2.

It's important to note that while the councils will be jointly procuring their operators using the same pro-

more or less similar – to avoid one council delaying the other.

They should be next to each other geographically, or thereabouts, and have more or less the same view of the leisure world and operate demographically in similar catchments

Most councils like to think their patch is unique, meaning their facility needs a very different management approach (which is perhaps why so many are still managed in-house). But when you're looking to partner an operator, the main consideration

should be whether what they are proposing to do - and how they do it - is likely to increase usage at your facility and therefore reduce its net operating cost.

The chances of these four factors aligning at the same time in the local authority world are as remote as a total solar eclipse (the next one, by the way, is due in about 80 years' time).

Councils will also need to convince the advisory and operator worlds of their similarities. The risk is that the councils find they don't get on, and the whole thing comes to a halt, jeopardising both councils' chances of getting what they want.

But councils, don't be put off. If you can stand it, it's worth it financially. You're only going through the procurement process together (which should take no more than a year); you're not forever tied together for the duration of your contract terms.

It's the equivalent of sharing a taxi to the airport with your neighbour. When you get there, you take your own flight and enjoy your own holiday in peace. Have a nice trip. ●

Chris Marriott is an associate director at Capita Symonds

While the councils will be jointly procuring their operators using the same procurement process, they will have their own separate contracts and can appoint different operators

ess, they will have their own separate contracts and can appoint different operators. One council is not unduly influenced by the other's preference. This is important as a bidding operator may offer a decent price to Council 1 but a derisory offer to Council 2. To compel Council 2 to appoint the same operator just wouldn't work.

With the cost benefits of joint procurement, why are there so few out there (two to be precise)? Well, a successful joint procurement depends on a number of factors all coming together in perfect alignment. For starters, both councils must be ready to do it at the same time.

They need to ensure their decision making and approvals processes are

leading the field

British Horseracing is the UK's second largest spectator sport after football, supporting over 200,000 jobs across the industry.

However, faced with the danger of stagnation in relation to the growth of other sports in the UK, the racing authorities have for the past two years been implementing an ambitious series of initiatives to ensure 'the sport of kings' becomes much more appealing to the wider leisure market.

Under the guidance of a new commercial organisation – Racing for Change - a co-ordinated marketing machine has swung into action across the sport. A key aim is to engage a newer, younger set of visitors and high-light horseracing's virtues as a great value, family day out.

The racing calendar has also received a much-needed boost. At the start of the 2011 season, the

A HIGH PROFILE NEW RACING SERIES AND A HOST OF CROSS-INDUSTRY MARKETING INITIATIVES ARE HELPING TO BOOST ATTENDANCES AT RACECOURSES AROUND THE COUNTRY

sport gained its very own 'Premier League' in the form of the QIPCO British Champions' Series. The new series brings together the best of the summer flat season into a highly marketable series of races, culminating in a grand finale at Ascot this autumn.

For many in the industry, it was clear the sport was in need of a new direction – and a new guiding light. UK horseracing is regulated by the British Horseracing Authority (BHA) but no single body or individual (unlike Bernie Ecclestone's role in Formula 1) has the authority to direct the evolution of the sport from the top.

The industry is guided, rather than managed, by a broad association of

bodies comprising the racecourses, owners, trainers, jockeys, bookmakers, broadcasters and others. While collaboration may sound like a noble idea, the reality is that the aims of many of these groups are opposed to one another and therefore managing racing has been likened to 'herding cats'.

WIDER APPEAL

So it was no small achievement that these bodies agreed en-masse to appoint consultants to carry out a root and branch review of British Horseracing. The review's aim was the identification of a strategic plan to increase the visibility, appeal and ultimate prosperity of the industry.

“For many in the horseracing industry, it was clear that the sport was in need of a new direction - and a new guiding light”



One of the key objectives of the Racing for Change strategy was to improve the raceday experience for visitors



As part of the new strategy, many UK jockeys have been given media training to improve their appearances on TV and radio

try. Strategic brand consultants Harrison:Fraser were appointed to carry out that review in the autumn of 2009.

Following an extensive programme of stakeholder interviews, market research, competitor analysis and regional workshops the strategic plan for the future of British Horseracing was revealed. These recommendations, launched at a series of road-shows and to the national press, distilled the future of British Horseracing into a single brand and created four strategic 'pillars' for the future development of the sport.

THESE FOUR PILLARS ARE:

Premier product – Creating a recognisable 'premier' product for both novice and expert consumers to follow across racing's two seasons, Flat (summer) and jump or National Hunt (Winter).

PR activation – PR activity to put racing back in the public consciousness, moving it from the racing pages to the news pages of national media, while also heightening the sport's presence on the web and in broadcast media.

Raceday experience – An industry-wide programme focused on improving the customer experience at Britain's 60 racecourse venues.

RACING IN 2010

Annual racecourse attendances:

5.8m (RCA figures)

Average annual terrestrial TV

viewers: 470,000 (BARB figures)

Visitors to Love the Races

website: 60,000 (RFC target for 2011 – 200,000)

Relationships with bookmakers –

Initiatives to improve relationships with Britain's bookmakers on and off course – addressing the drift offshore and bookmakers who do not contribute to The Levy, a fund 'levied' on the profits of the bookmakers which is used to fund prize money for races and other essential activities in the industry.

To deliver these four pillars, Racing for Change (RFC) was launched as the umbrella brand under which the entire 'modernisation' programme would run. It is funded solely by Racing Enterprises, a joint venture between the racecourses and the Horsemen's Group. Under RFC guidance, specific action plans and dedicated teams were appointed to deliver change across each 'pillar' in early 2010.

COVERING NEW GROUND

So what has been achieved? In the 18

months since the programme launch considerable progress has been made. Perhaps the single greatest achievement has been a shift in the attitudes of racing's traditionalists to the overall Racing for Change programme.

Initially received with hostility by some in the industry, a carefully managed programme of communication, newsletters, individual meetings and regional presentations has seen Racing for Change emerge as a force for good - and one regularly referred to in the national press as the body helping to modernise the sport.

At a more detailed level the team at Racing for Change, under the leadership of CEO Rod Street, has made great headway delivering change across the four pillars.

After much debate, a new premium product for horseracing was launched this year. The British Champions' Series, sponsored by Qatari investment group, QUIPCO, has provided a great boost to racing's renaissance. This 'string of pearls' comprises the summer season's greatest hits, including the Investec Derby, The Oaks and the Ladbrokes St Leger among others, culminating at Ascot on 15 October with the British Champions' Day.

The event will see the finest horses and jockeys battling for supremacy

on a day with £3m of prize money at stake. The British Champions' Series is a huge achievement for racing and creates a clearly branded series of races for expert and novice customers to follow - at the races, in the betting shop and across the media.

In its inaugural year, the series has been blessed with some truly outstanding racing, involving several equine superstars. It is early days, but with tickets sales ahead of forecast, it appears that this creative initiative has got off to a great start.

PR CHALLENGE

The challenge with the PR activation was to bring horseracing to newer and younger audiences, out of the sports pages and into everyday chat, around the water cooler and in the pub.

Central to the PR strand is the sense that Britain today is culturally drifting apart from racing, and just as importantly, the horse. Post the era of *Black Beauty*, and popular novels by Dick Francis and Jilly Cooper, the nation's love affair with the horse appeared to be waning. Central to this work stream was the appointment of Nick Attenborough, director of consumer PR as part of the Racing for Change team.

Over the last 18 months Nick and his team have overseen a raft of stories bringing horseracing to the attention of many new customers. Three of the best known stories nur-

IMPROVING THE ODDS: SOME RACING FOR CHANGE HIGHLIGHTS IN 2010

- Racing for Change placed 1,200 editorial pieces in the media – 60 per cent of which were in non-racing sections
- Announcement of the first planned trial of decimal odds to make the betting experience more accessible to newcomers. The industry is still debating the issue
- Media training launched for jockeys to help improve their TV and radio appearances
- Week of Free Racing introduced – nine UK racecourses took part, attracting over 40,000 new visitors
- Media promotion of the first live televised stewards' inquiry
- Launch of the Go Bet Guide – a new, easy to read betting guide aimed at newcomers
- Launch of the Love the Races website (lovetheraces.com) – which links in with social media to produce a new interactive platform for racing fans and newcomers alike. The content changes regularly with video blogs, beginners' guides, student promotions and competitions.
- RCA helps fund of new student racing magazine distributed at 22 university campuses

tured by Racing for Change include the trial of decimal odds at Ascot Racecourse in the spring of 2010, which gained widespread newspaper and radio coverage across the UK, a month-long 'free entry' promotion that involved 26 racecourses and attracted 63,000 new customers through the turnstiles, and champion jockey AP McCoy's fabulous win at the BBC Sports Personality of the Year Awards in December 2010.

Consumer awareness of horseracing is also now regularly monitored through research to ensure the right messages are reaching them.

Great strides have also been made in terms of improving the overall

raceday experience. With so many activities designed to increase awareness and tempt people to try a day or evening out at the races, it was essential that the racecourses delivered the quality of experience guests expected.

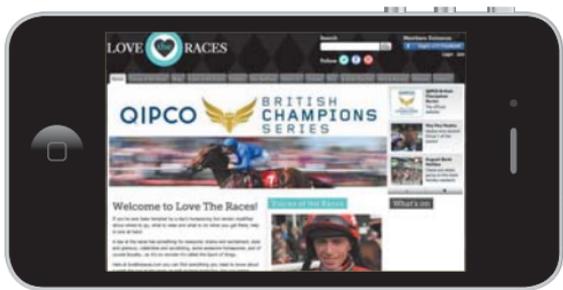
RACEDAY EXPERIENCE

Across 60 racecourses, a programme of informed self-improvement was introduced. Racing for Change, together with the Racecourse Association (RCA) and Harrison:Fraser managed seminars and masterclasses where improvements across every aspect of the raceday experience could be explored. From online booking and guest information through to retailing, catering, customer service and marketing initiatives, every aspect was dissected and reassembled.

New publications have been introduced to help first time visitors understand the world of betting, meet and greet and 'ask me' teams have been used and a range of activities trialled in order to enhance everyone's enjoyment of the day. Importantly, all of the racecourses are collaborating and sharing ideas through the mechanism of the Raceday Experience Group – bringing together the biggest and smallest racecourses in a forum supported by a blog where new ideas and experiences can be discussed.

In November 2010, the first industry Showcase Awards were introduced, where racecourses competed for accolades in sectors ranging from catering to social media and marketing. These

The challenge with the PR activation was to bring horseracing to newer and younger audiences, taking it out of the sports pages and into everyday chat





Broader horizons - Ascot is attracting a new crowd to events, including 20 to 30-somethings and families

Championing the races

CASE STUDY

Ascot Racecourse will host the grand finale of the racing calendar's newest event, the QIPCO British Champions Series, in October. "Flat racing tends to peter out in the minds of those not closely associated with the sport after August and many horses go on to race in France and the States – so to have this new event ending later in the year is great for racing," says Ascot's head of communications, Nick Smith.

For Ascot and other UK racecourses, he says, the creation of Racing for Change has been an invaluable addition to business. "Most racecourses tend to have small marketing teams. To have a separate new marketing body that's very proactive has been fantastic for the industry. There is a new spirit of cooperation," he says.

An increasing focus for Ascot has been to attract a new crowd to racing and offer events that create a fun, family day out. The racecourse recently hosted the final of the Filly Factor, a nationwide competition to find the first female racing commentator. "The two finalists battled it out with live commentary on races, and public voting was done by text. It was a great event," he says.

Attendances at race meetings have been growing – this year's "King George" at Ascot drew 30,000 visitors, up from 27,000 last year. To attract families, there is entertainment for children – such as the recent Peppa Pig themed event that attracted 4,000 highly-excited youngsters the day after the King George, he says. "Children aged 17 and under always go free at Ascot, which means parents with two young children can enjoy a day of entertainment for as little as £34 – there aren't many leisure attractions that can offer such value for money."

awards, the first of their kind in horseracing, will be a yearly event.

Perhaps the most challenging of the four pillars has been the initiative to improve relations with the betting industry. With the well-publicised Tote sale earlier this year and an increasing number of bookmakers and betting exchanges going offshore, this remains a challenging area. Fortunately for the sport, horseracing is the only year-round betting product (unlike football and rugby) and it's ultimately in everybody's interest that racing and the bookmakers establish a mutually beneficial relationship.

Racing's prize money is, simply put, funded by a tax on the profit of the bookmakers so everyone has a vested interest in a thriving relation-

ship between horseracing and betting. With the air now clearing following the Tote sale and early successes bringing increased television audiences and bigger crowds at the racecourses, interest among bookmakers in racing is once again moving centre stage. Watch for more initiatives in this field.

It's too early to chart comprehensive results for the Racing for Change programme, but early indications show success. Attendances at racecourses are up, year-on-year, while TV viewing figures are improving significantly. Consumer awareness of racing in the popular media is growing. Sponsors' interest in horseracing is, after a long period in the doldrums, increasing. These are measures now being regularly monitored by the industry.

The sport appears to have turned an important corner. Racecourses are collaborating, the quality of the experience at racecourses is increasing and every racecourse is now audited annually by Visit England. This is believed to be a first among sporting venues.

Perhaps the most important development has been the growing acceptance that change represents progress, not a 'dumbing down' of racing's illustrious traditions. As RFC approaches its second birthday, much has been achieved, a great deal more has been marked for change – and the industry is working as one to return to the heart of popular British culture. ●

David Fraser is director at Harrison:Fraser

French renaissance

Luxury Asian hotel brands are moving into the Parisian market and the city's existing hotels are also gearing up for a mini revolution in style, service and cuisine. Julie Cramer reports

Faced with the need to modernise in an increasingly global marketplace, many of the French capital's most prominent 'grand hotels' – Le Crillon, Le Meurice, Hotel Le Bristol and the Four Seasons George V to name a few – have been ploughing hundreds of millions of euros into upgrading their offers, employing cutting edge interior designers (the avant-garde stamp of Philippe Starck can be seen at Le Meurice and Le Royal Monceau), increasing room capacity, modernising food offers and incorporating the latest spa brands and fitness centres.

The recent arrival of many high-quality, globally-recognised Asian brands into a long-established Parisian market (according to French tourism office figures, 77 per cent of Parisian hotels in 2010 were still independently-owned) has done much to speed up this process of modernisation – so much so that the city's hotel landscape is currently experiencing a period of rapid change and diversification.

In October 2010, the Singapore-based Raffles Group opened the

fashionable Le Royal Monceau, after an extensive €69m refurbishment. Hot on its heels, the Hong-Kong-based Shangri-La group made its foray into the French market with the opening of site near the Eiffel Tower. In June 2011, it was the turn of Mandarin Oriental to unveil its 130-room hotel near the Louvre, with beautiful Art Deco interiors. Scheduled to open in 2012 is a 200-room hotel from the Peninsula Group, which will be housed in a building formerly owned by the French Foreign Ministry – representing the first entry into Europe for this leading Asian brand.

Expected to be completed by 2013, the capital's well known La Samaritaine department store is due to be transformed into a mixed-use development by Japanese firm SANAA, and will include an 80-room hotel.

Jean Pierre Courteau, managing director of A Tout France (the French tourism administration) for the UK and Ireland says: "It's a healthy sign for the market since these [Asian] brands carry a certain prestige and their foray into France shows trust and confidence in our tourism industry."

PALACE ASPIRATIONS

French tourism chiefs have also made significant moves to overhaul the country's system of hotel categorisation. Courteau says: "The hotel classification system was last reviewed in 1986 in France. Obviously it had become extremely outdated and expectations have changed considerably.

"Tourists will now base decisions on whether the accommodation provides wi-fi access or plasma screen TVs with satellite channels, which they evidently wouldn't have done in the 80s or 90s.

"There was actually no official five-star rating in France, even though it was claimed by around 60 hotels in the country, which put us on the back foot on the international stage."

At the top of the tree is the new 'Palace' hotel distinction, which puts a select number of hotels in a league apart from the 5-stars. The selection criteria includes having luxury spa facilities, a minimum double room size of 30sq m, concierge service, multi-lingual staff and yearly investment into the establishment.

Courteau adds: "Other factors encompass everything from design to ▶

continued on p58



GRAND RESTORATION AT SHANGRI-LA HOTEL PARIS

Shangri-La Hotels and Resorts opened its first property in Europe – the Shangri-La Hotel, Paris – in the 16th arrondissement in December 2010. Built in 1896 as the private home of Emperor Napoleon Bonaparte's grand-nephew, Prince Roland Bonaparte, the 81-room site is a more boutique version of the group's other hotels.

The hotel has clear views of the Eiffel Tower and river Seine (40 per cent of rooms, and 60 per cent of



The hotel bar combines art deco curves with a contemporary look (main photo); Guests can relax in the interior garden (below)



ART DECO STYLE AT MANDARIN ORIENTAL

The new Mandarin Oriental is located in Paris's fashionable 1st arrondissement, surrounded by haute couture stores. The 1930s art deco building has been restored with a €28m (£24m) budget and offers 138 rooms (including 39 suites), many of which overlook the hotel's large interior garden. There are seven duplex suites on the 7th and 8th floors, including the 350sq m Royal Mandarin suite.

French interior designer Sybille de Margerie has created the hotel rooms,

public spaces and the hotel's 900sq m spa, which is spread over two floors with impressive high ceilings. The spa interior blends colours such as pink, taupe and silver with butterfly and origami flower-themed features for a modern Oriental feel.

The hotel houses two restaurants under executive chef Thierry Marx, a bar and a cake shop. Dining spaces were designed by Patrick Jouin and Sanjit Manku of Agence Jouin-Manku.

For business guests there are four large meeting spaces equipped with the latest technology, while the sixth floor offers a large terrace for hosting entertainment events.

suites have uninterrupted views), and has been sympathetically restored over four years, with 27 luxury suites. As a culturally significant building, the hotel is listed with the French heritage institution, Monuments Historiques.

Interior designer Pierre-Yves Rochon has crafted each room individually to retain a residential feel, while providing modern-day comforts. Accommodation includes five duplex suites; the Suite Imperiale, which originally housed Prince Roland's private rooms, and the penthouse Suite Shangri-La, which boasts over 100sq m of outdoor deck.

Executive Chef Philippe Labbé is in charge of the hotel's culinary division. La Bauhinia, the central all-day dining restaurant and lounge features a newly uncovered and restored glass cupola modelled on the Eiffel Tower. The gourmet restaurant L'Abeille, and what Shangri-La describe as the city's first authentic gourmet Cantonese restaurant, Shang Palace, both opened in early in 2011.

A hotel's 'wellbeing space' situated below the ground floor level is due to open later this year, and will feature a 16m pool as well as an 80sq m health and fitness centre.



LUXURY HOTELS IN PARIS

Source: A Tout France

| NAME | OWNER | OPENED | MANAGEMENT |
|----------------------------|--|-------------------|-------------------------|
| Le Meurice (Palace status) | Sultan of Brunei | 1835 | Dorchester Collection |
| Ritz Paris | Mohamed Al Fayed | 1898 | Ritz Hotel |
| Le Crillon | Starwood Capital | 1909 | Starwood |
| Plaza Athénée (Palace) | Sultan of Brunei | 1913 | Dorchester Collection |
| Le Bristol (Palace) | Oetker Family | 1925 | Oetker Hotel Collection |
| Four Seasons George V | Prince Al Waleed bin Talal Bin Abdulaziz | 1928 | Four Seasons |
| Fouquet's Barrière | Lucien Barrière Group | 2006 | Lucien Barrière Group |
| Le Royal Monceau | Qatari Diar Funds | Reopened Oct 2010 | Raffles (Singapore) |
| Shangri-La Paris | Kuok Family | December 2010 | Shangri La |
| Mandarin Oriental | Société Foncière, Lyonnaise | June 2011 | Mandarin Oriental |
| Peninsula | Qatari Diar Funds | Summer 2012 | Peninsula |

▶ a building's historic or cultural significance, or to put it simply, a certain je ne sais quoi."

As the category will be capped at 20 hotels, competition will be stiff and remaining contenders had until mid-2011 to lodge their applications.

Seven French 'palaces' have so far been named. The first was Hotel Le Bristol in Paris, which recently underwent a €103m refurbishment (see box). Le Bristol was then joined by three other Parisian 'palaces' – Hotel Le Meurice and the Plaza Athénée, and the Park Hyatt Paris Vendôme.

In southern France, the Grand Hotel du Cap Ferrat in Saint-Jean-Cap-Ferrat, L'Hotel du Palais in Biarritz were recognised, while in the Alps, Les Airelles and Cheval Blanc in Courcheval – made the palace grade.

PUSHING UP STANDARDS

Meanwhile, changes to the French hotel star rating system announced in 2009 will come fully into force next year. The 1,466 establishments in Paris, and hotels across France, have until July 2012 to undergo a modernisation process, pass the relevant inspections and apply for their stars.

Ratings will be managed by the Agence Nationale de Développement Touristique, and hotels must achieve at least one-star (the no-star and 4-star Luxe categories have been abolished). At the start of 2011, 98 Paris hotels had been classified under the new system, a report from the Office du Tourisme et des Congrès (OTC) showed. In Paris, three star hotels were the largest category with 594 sites, while 19 hotels were five-star.

Corteau says: "The new classifications will ensure the French tourism industry completely modernises its infrastructure by encouraging owners, if they haven't already done so in the past few years, to improve and upgrade facilities.

"It will further allow tourists to better compare accommodation in line with international standards."

Like many cities around the world, Paris tourism was hit as a result of the economic crisis in 2009, but figures from the OTC show that it bounced back in 2010. There were 15.2 million arrivals in Paris in 2010, with the number of hotel customers up by 5.4 per cent from 2009.

Foreign stays increased by 18.1 per cent to reach a 20-year peak of 2.8 overnights, 2010 figures showed.

Hotel Le Bristol – the first French 'palace' hotel

Hotel Le Bristol was the first establishment to be officially granted 'palace' status at a ceremony in May 2011. The hotel has only belonged to two European families since it opened in 1925, and since 1978 has been part of the portfolio of the Oetker family, whose collection also includes Brenner's Park in Baden Baden and the Hotel du Cap-Eden-Roc in Antibes.

Since 2009, Le Bristol has been undergoing a period of staged refurbishment, supported by over €1m of investment. The renovation of 36 rooms and suites in the hotel's garden-side wing was completed mid-2010, with a total of 45 hotel rooms

completed by May 2011.

Two new signature suites opened over the summer – the Honeymoon suite, occupying the entire top floor of the hotel with panoramic views over Paris, and the Imperial suite, which measures 300sq m.

Le Bristol's gastronomic restaurant, managed by top 3-star Chef Eric Frechon, is being given a new look, and is due to re-open in October. Also as part of the extensive refurbishment programme, the hotel's spa is being rebranded and enlarged to create more facilities



Palatial interiors at Le Bristol: The hotel was judged on its architecture, facilities, service and investment



STARCK CHIC AT THE ROYAL MONCEAU – BY KATIE BARNES

Raffles of Singapore was the first Asian operator to launch in Paris in October 2010 with the reported €69m (£61m) overhaul of Le Royal Monceau by renowned French designer Philippe Starck. Close to the Champs-Élysées, the original 1928 hotel – now fully owned by the Qatari Diar real-estate investment fund – was a favourite of the rich and famous such as Coco Chanel and Walt Disney.

Today, the flamboyantly refurbished hotel complete with its own cinema, features quirky, artistic touches that have become the hallmark of Starck –

such as the elaborate seashell walls in Il Carpaccio – one of five beautiful restaurants and bars. The flair extends to the 149 rooms which have elegant touches reminiscent of the 40s and 50s, such as floor to ceiling mirrored bathroom and dressing rooms that pay homage to haute couture boutiques.

In June, Le Royal Monceau had more to celebrate with the opening of its €40m (£35m) luxury Spa My Blend by Clarins. The 1,500sq m spa has also been created by Philippe Starck, with treatments by Clarins, and its striking white décor defies the fact that it's on

The Royal Monceau was a haunt for artists and intellectuals when it first opened in 1928. The refurbished hotel has a strong emphasis on original artworks, and there is now a permanent 'art concierge' to inform guests on Parisian art and design

the lower ground. What really adds to the open feel, however, is a 28m pool – one of the largest in any Parisian hotel – which sits directly beneath the garden pond with a glass tile base that forms the roof of the pool. The result is an underwater world bathed in daylight that is reflected in the abundant mirrored surfaces.

For more in-depth details on new spa openings in Parisian hotels go to spabusiness.com/digital

Domestic tourist stays also grew by 9.6 per cent between 2004 to 2010, to reach 1.9 overnights.

RISE AND FALL

While arrivals from traditional markets like the US and UK have suffered, the 'newer' markets of Asia, South America, the near and Middle East have grown, according to the OTC's report *Tourism in Paris: Key Figures*.

In 2010, figures show the Chinese represented the largest increase in overnights – up 33.5 per cent – but still only represented 1.5 per cent of foreign overnights. Data from the Paris Convention and Visitors Bureau shows at the Paris Ritz for example, 30 per cent of customers are from North America and just 8 per cent from Asia.

There is clearly much room for growth and it is expected that the

prominent new Asian brands settling into their new Parisian home will begin to attract more of this clientele.

Another hotel brand now eyeing France is Malta-based Corinthia, which opened its flagship five-star hotel in London (*Leisure Management*, Issue 3, 2011) in April. Director Simon Naudi says Paris is next on its hit list.

Naudi believes that affluent visitors from China and Brazil will feed the

growth of European tourism, as they have elsewhere. "The number one customers at the Burj Al Arab in Dubai are now the Chinese – that's an extraordinary change in the market," he says.

These new tourists will be drawn to the culture of European cities, but they also want cutting edge facilities. As Paris renews its hotel stock, the 'City of Light' looks set to be a new beacon to tourism's new big spenders. ●

INTO THE FUTURE

Expected to be completed by 2013, the capital's well known La Samaritaine department store is due to be transformed into a mixed-use development by Japanese firm SANAA, and will include an 80-room hotel.

A five-star hotel will also be part of the €2.5bn (£2.2bn) Hermitage Plaza, in Paris's La Défense business district, which is due for completion in 2016. Designed by Foster + Partners, the development will consist of two 323m glazed towers will be just 1m short of the Eiffel Tower's height. Facilities will include restaurants, offices, concert hall and art gallery.

Growing appetite

In spite of leaner times, research shows that UK consumers are still choosing to eat out, with good value lunchtime offers and healthier options attracting their attention. Allegra Strategies' Anya Gascoine Marco reports

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Coffee shop culture is alive and well in spite of leaner times

AT-A-GLANCE

| | 2011 | 2010 |
|---------------------------------------|-------------|-------------|
| Coffee shops visits (once a week) | 31 per cent | 23 per cent |
| Lunchtime visits (per month) | 4.1 | 3.4 |
| Meals out of home | One in 10 | One in nine |
| Desire for healthier lifestyle/eating | 92 per cent | 88 per cent |

Source: Allegra Strategies

The UK eating out market is expected to reach £42bn in 2011, an expected growth of 2.8 per cent, according to Allegra Strategies' research. Consumers are eating out more often than last year, as it is now a habitual way to socialise. Increased eating out frequency is set to continue, but reduced disposable income and low spend thresholds are influencing consumers' eating out choices.

The eating out market is defined as coffee shops, pubs, restaurants, leisure sites, fast food outlets, takeaways, sandwich bars, pubs, workplace canteens and travel locations.

Across the sector, the low-mid value market is showing the greatest signs of growth, as consumers look for value as well as increasing their lunchtime visits. Nevertheless, operator like-for-like growth is predominantly being driven by rising prices rather than increased spend.

Eating out has become a habitual part of UK consumers' everyday lives, and consumers are now far more savvy and demanding than ever before.

On average, one in 9 meals are being consumed away from home in 2011, increasing from one in 10 in 2010. This is driven by an increase in lunchtime visits from 3.4 per month in 2010 to 4.1 per month in 2011, making lunch the most popular meal that is eaten out of home, with 34 per cent of consumers having at least one lunch meal out per week. This compares with 23 per cent for dinner and 15 per cent for breakfast.

RESEARCH DETAILS

Allegra Strategies is a London-based management consultancy that predicted trends in the UK branded coffee shop and foodservice market.

Eating Out in the UK is an annual independent study carried out for members of Allegra's Food Strategy Forum. Researchers conducted over 2,000 interviews with consumers and 180 interviews with UK foodservice senior executives during April – June 2011.

Allegra Strategies also has an online portal offering competitive intelligence for the UK branded restaurant sector. Details: www.restaurantbrandportal.com

Although the prevailing economic climate is impacting disposable income and squeezing household budgets, with increasing inflation and rising fuel costs, the eating out market is experiencing continued steady growth. Eating out is an important part of UK consumers' everyday lives. The increasing visit frequency shows that regardless of the impact on spend, people are determined to continue to enjoy themselves when they can.

OUT TO LUNCH

With lunchtime occasions driving this growth, it is unsurprising that coffee shops are benefiting the most, with the highest visiting frequencies of 31 per cent at least once a week in 2011, compared with 23 per cent in 2010. There is a significant opportunity for operators to harness the increasing lunchtime frequency with express delivery formats. Operators such as Café Rouge, with its Express format and Pizza Express launching Express Lunch, are targeting this growth area.

Reduced consumer spend is further underpinned by entrenched discounting behaviour. In 2011, one in two consumers regularly used discount vouchers when eating out compared with one in three last year. The challenge is that loyalty is now attached to the discount rather than the brand, while revenues benefit, the bottom line may be weakened. More engagement from operators with the evermore sophisticated UK consumer is essential to strengthen loyalty and persuade new customers to move away from their regular discount voucher use.



PHOTO: SHUTTERSTOCK.COM/STEFANOLLINARDI

The express lunch market is growing in popularity, with more and more operators launching offers for this market

Operators successfully showing growth without reliance on vouchering include Jamie's Italian. Admired by consumers for its authentic atmosphere, high quality food and value for money. Nando's has also managed to show strong performance without the reliance on discount vouchers by focusing on consumer loyalty.

However, there is still concern in the industry relating to future trading conditions and rightly so, as key economic indicators show no signs of significant improvement until at least 2013. While growth in the market will continue to be steady in the

next 12 months, economic indicators predict reduced inflation together with increased average earnings and a return to increased disposable household incomes. A positive future is anticipated with a return to pre-recessionary growth of 5 per cent predicted for 2013 and consumers increasing their propensity to eat out.

Previous experience continues to be the main driver of venue choice for consumers. However, the time of day greatly influences venue choice. At lunch, consumers are looking for convenience and quality, while in the evening food quality and atmosphere are more important.

HEALTHY OPTIONS

The research shows that consumers are looking for greater availability

of sophisticated healthier options, together with a commitment from operators to showcase ethical practices. Health consciousness has become more important to consumers, as 92 per cent state they have or would like to have a healthier lifestyle compared with 88 per cent in 2010. Consumers want to make informed choices when eating out of the home.

While eating out is considered a treat, consumers want to combine this with their healthier eating habits and expectations are increasing as they look to operators to innovate with healthier products that taste as good, if not better, than the alternative.

Operators succeeding in this field are actively combining innovation, stealthier approaches to increasing health properties of food (by reducing fat, salt, sugar etc.) and offering calorie and nutrition information on menus and websites. Leaders in this field are chains like Harvester, The Real Greek, Leon, Pod and Pizza Express.

Starbucks has just announced calories on menus, while YO Sushil, JD Wetherspoon, Camden Food Co, KFC, McDonald's, Pizza Hit, Wimpy and Pret a Manger have all signed up to have calorie labeling as part of the government's Health Responsibility Deal.

Consumers are noticing and welcoming these changes. In fact, their expectations for ethical practices are now embedded, making transparent and honest ethical communication key for food operators

According to 43 per cent of consumers, local and regional sourcing remains the most important ethical initiative for operators to engage in. Over half of consumers stated that they prefer to eat out at establishments where ingredients are locally or regionally sourced.



LIGHTER MENU AT PIZZA EXPRESS

Pizza Express introduced its lighter pizza range – Leggera – in April 2009, and it now accounts for eight per cent of total pizza sales.

Leggera contains less than 5g saturated fat and 30 per cent fewer calories than the main range. Customers can also tailor ingredients to their needs, and there are lighter options for starters, mains, desserts and wine. No trans-fats or GM ingredients are used.

Pizza Express spokesperson, Alex Whitelaw, says the company sees the government's Responsibility Deal as a continuation of the work they have already been doing towards offering better choices.

She says: "We'll support those areas of it [Health Responsibility Deal] we believe are relevant as we continue to work hard to make our menu as healthy as possible without compromising on taste."

Despite consumer importance placed on local sourcing and animal welfare, both of these initiatives remain low on the industry agenda. However, industry leaders acknowledge its importance as a menu trend over the next two to three years.

Many consumers are at the start of their ethical journey. Foodservice operators have the opportunity to attract and retain new customers by adopting practices which are important but also simple to communicate, such as local sourcing and animal welfare.

POWER OF SOCIAL MEDIA

Social media has become a vital source of consumer engagement,

developing two-way conversations for co-creation, which is a highly effective and relatively low cost marketing tool.

Despite the large number of consumers actively using social media networks (according to Facebook, 43 per cent of the UK population have an account), only 21 per cent of consumers who took part in the *Eating Out* study claim they 'follow' an eating out establishment on social media. They are mostly female, aged 18-44, prefer branded chains, have eaten out more in the last 12 months than those who do not follow brands and are more likely to use discount vouchers.

Engaging with brands via social networking enables customers create a closer relationship with their favourite operators. Of the 21 per cent who 'follow', 55 per cent say they visit the establishments they 'follow' or 'like' on social networks more often. By communicating with consumers directly, brands boost customer loyalty.

Foodservice operators still have a long way to go to embrace this new forum. There is an opportunity to benefit from a new way of communication with their consumers, build stronger



'Co-creation' is the buzzword in social media - and restaurants should get involved



Two brands that have been 'sexing up' salads and walking the talk in terms of operating ethical, 'healthier food' businesses are Tossed and SumoSalad – and both brands feel the market is right for stepped up expansion in the UK.



SumoSalad originated in Australia

Tossed

The brainchild of entrepreneur Vincent McKeivitt, the first Tossed opened in London in 2005 and there are now eight sites around the capital. The latest is due to open at Westfield in Stratford and future expansion is targeted at other key London locations.

McKeivitt says the salad concept is no longer a niche product, and the brand attracts an equal mix of male and female consumers who are inter-



McKeivitt has spiced up the simple salad



Tossed displays nutritional content

ested in healthy eating. "We wanted to shift the salad from the side dish to the main meal, adding good filling ingredients such as lean proteins and low GI carbs like brown rice, whole-meal wraps and couscous," he says.

Tossed uses free range meats and eggs, sustainable fish and whole-foods, all in compostable packaging, says McKeivitt. There are also soups, smoothies, stews and wraps, and deliveries are made in an electric van.

A popular tool for customers is the website's online nutritional calculator where they can select the ingredients of their Tossed meal and get an instant reading in terms of fat, carbohydrate and calorie content. Similar information is displayed in store.

Tossed sites have done well with the lunchtime trade in City locations, while the Covent Garden site is popular with tourists and the Westfield outlet in Shepherds Bush enjoys trade late into the evening. Going forward, McKeivitt sees the brand having an even wider application as more customers tune into healthy eating when dining out.

SumoSalad

With around 90 sites operating successfully in Australia, SumoSalad was first brought to the UK as a master franchise in 2008 by Dominic Perks. The brand is defined as 'healthy fast food', with a wide range of hearty salads prepared freshly to order.

Opening in the recession, the company's business development manager, Polly Bolus, admits that it was difficult to establish a new brand offering salads at that time, but now they have a loyal customer base and a profitable business and are ready to roll out the franchise model.

"We hope to have five new franchises in the next year and currently receive around 20 email enquiries a week. We need to find people who value the brand and share our ethical values towards food," she says.

With the first two SumoSalads now established in London, Bolus says the company sees the brand expanding to large cities around the UK, and target locations will be major shopping centres like Bluewater, airport concourses and in-house catering for large firms.

While eating out is considered a treat, consumers want to combine this with their healthier eating habits. Expectations are increasing as they look to operators to innovate

loyalty at a relatively low ROI and positively impact the bottom line.

The key to effective social media is in applying co-creation. Engaging consumers in business and new product development decisions through Facebook and Twitter voting, consumers feel ownership of the development of their favourite brand.

Successful operators that manage to retain a balance between engagement and marketing messages include

Starbucks and Nando's. Both of these operators also have the most prolific presence on Facebook and Twitter in the UK, with Pizza Hut, Greggs and Domino's Pizza making up the top five.

In the long-term, social media will encourage higher standards and potentially new ways to connect on site with consumers. Foodservice operators need to embrace the opportunities presented by social media without simply using them as a selling tool.

The challenge with social media is to avoid using it solely to target consumers with promotions and discounts, which engenders loyalty to the offer rather than to the brand itself. In fact, 59 per cent of consumers who follow establishments through social networking say they do so in order to benefit from deals on offer. ●

Anya Gascoine Marco is Director of Insight at Allegra Strategies

One hundred days into the role as chair of the Chief Culture & Leisure Officers Association, Richard Hunt shares his thoughts on the challenges facing the sector



FACING THE FUTURE

The wonderful setting of Blenheim Palace on a sunny May day, where I accepted the nomination to become chair of CLOA, seems quite a distant memory already. On that occasion the CLOA debate centred on the Big Society and the positive opportunities for the sector from this policy area.

A hundred days on in the chair, and a whirlwind of activity has been initiated or touched on CLOA's business - among other things a tourism strategy, the transition of museum and library responsibilities to the Arts Council for England, emerging philanthropy funding schemes for the Arts, and "one year to go" to the 2012 Games. Add to that the government's revised health reforms, that this sector has a major stake in, and I'm sure you'll agree that's more than enough for 100 days entertainment.

But it is the pace of change rolling on remorselessly within the sector that is at the heart of all of our day jobs and focus. CLOA's survey of the impact of the CSR provided some stark indications of the financial challenges ahead, but also reinforced how much of the sector is getting ahead of the game in terms of innovation and efficiency, with almost every council surveyed undertaking or planning some form of transformation of its leisure or cultural services.

The survey picture describes culture and leisure taking its fair and proportionate share of the pain of local authority cuts this year and next, in the majority of authorities. However 20 per cent of authorities surveyed are taking significantly more savings (over 30 per cent in the two financial years). This could be local authorities getting ahead in terms of overall savings and transformation, but could also indicate



The sector will need to harness the momentum created by London 2012

PHOTO: SHUTTERSTOCK.COM/ANNA BARSKAIA

“Sector leadership is a critical area for us to focus on and invest in if we wish to shape the future culture and sport landscape, rather than be shaped”

that culture and sport may be taking the brunt of savings in several areas.

Whereas the financial savings and plans are not surprising there are a number of areas that need to be highlighted, particularly relating to the longer term shape of the sector.

PROMOTING LEADERSHIP

Firstly, significant savings are clearly planned for the sector over the next two years at least and services face

a challenging future. Has sector leadership provided a robust case for mitigating damaging reductions in service? Sector leadership now more than ever is a critical area for us to focus on and invest in, if we wish to shape the future culture and sport landscape rather than be reshaped.

Secondly, service transformation and new ways of working, including the development of the voluntary and community sector, are on the agenda in virtually all local authorities. These decisions will shape local sector services for the foreseeable future. The facility for knowledge and skill sharing across the sector will be vitally important in avoiding costly failures and poor service outcomes.

Thirdly, against this background of savings and service reductions, a number of opportunities remain open to sustain and potentially grow the sector's contribution to improving local outcomes. Health and wellbeing will continue to dominate local and national attention, and complementary to the health agenda we are less than one year away from the London 2012 Games. The momentum of the Games provides opportunities across the sector to showcase its connective and inspirational value to our communities.

The challenge for all of us, and our organisations, is to work collectively to generate more capacity to contribute to these issues. This, I am suggesting, is where CLOA will offer its support and leadership.

Within my first 100 days, I've spent time looking at CLOA, our strengths, role and operation, what we do well and where we can improve. I presented these thoughts to the CLOA executive in late June and came away from a healthy debate with a clear sense of what needed to happen.



The sector should look to learn from health and wellbeing approaches

PHOTO: SHUTTERSTOCK.COM/SJIPRI SUHARJO

We've subsequently reinvigorated our organisational mission with a clear focus on leading, influencing, transforming and connecting

And we will be providing clear and focused CLOA messages setting out our vision for the sector and what action is needed to underpin this, but we will need the CLOA membership to engage and contribute to these messages and priorities drawing on their experiences and learning.

Connecting local intelligence and activity is vital, and CLOA will be taking the lead and direction to support and connect local networks. The hub and spoke approach will enable facilitation and support from CLOA to local members working to transform, share or innovate around culture and leisure services. There'll be more news in coming weeks, including changes to the CLOA website, communications and how members can get involved.

SPORTING CHANCES

The tail end of my initiation as CLOA chair has led me into the consultation with Sport England around their future strategy. Discussions with Sport England have been productive, and although local government has not been a primary focus for Sport England in recent years, I believe that

the penny has dropped around the need for a shift and understanding of the role of local authorities, especially in light of capital and revenue budgets from the public sector rapidly reducing.

Sport England's 201-15 strategy themes are: Maximising the value from current national governing body (NGB) investment; Delivering Places, People, Play; Developing criteria for NGBs 2013-2017; Market development – for continued investment in sport; and providing strategic direction and market intelligence.

In response CLOA's message has been clear. Firstly - make the strategy meaningful to local government:

- Recognise local councils' leadership role in shaping sports provision and their significant investment.
 - Align policy across the dimensions of children and young people to provide a cohesive message for sport and mass community participation.
- Secondly, provide funding flexibility:
- CLOA would like to see the balance of funding shift from top down driven programmes to one that allows local flexibility and innovation to flourish. This would include NGB's working on opportunities with local councils; innovating funding schemes and using Sport England for inspiration, leadership thinking and collaboration.

Thirdly, collaborating for health, sport and physical activity:

- The strategy must promote and support the clear need to drive sport and physical activity into the heart of the Health and Wellbeing agenda locally.
- For local sports provision, a lot will rest on this strategy and the recognition Sport England and the minister places on local authorities as the lead stakeholder. Forget the 2012 legacy, if local leadership for sport fails to be at the centre of this implementation plan, those 30 per cent reductions in sports development and leisure services may well become the norm.

I feel Sport England are at last in listening mode, and keen to create that strong link locally with public health and Health and Wellbeing Boards. That means working with local government.

Over the next 100 days, we'll see Health and Wellbeing Boards beginning to set up, even if in shadow form. As a sector we must share and learn approaches and successes with the health sector. CLOA's next open member meeting (21 October), hosted by Birmingham City Council, will open up this area of interest and other sector issues. To join me in this debate, visit www.cloa.org.uk for more details. ●

Richard.hunt@suffolk.gov.uk

These are tough times and it's hard to push sales ahead of previous seasons. In this climate, cost control and good buying are critically important, says Grahame Senior

How to buy well

(or a least better)

I had lunch with Leisure Management's editor, Liz Terry, the other day at Gilbert Scott (see case study). It was a pretty good experience and the team in the new restaurant are certainly on top of their game. Most importantly, it was more or less full on a summer Wednesday lunchtime. Not many large new ventures can say that. Of course, the current perceived wisdom is that while things are busy in London, the situation throughout the rest of the country is not so rosy.

In the last article, I wrote about three areas for consideration in these tough times; purchasing (getting better value); pricing (giving better value) and staff utilisation (getting better value from your key asset).

You may be interested to know that I have taken my own medicine and put in hand a positive action plan in each of these three areas at Howard's House, the hotel we operate at Toffont Evas in Wiltshire. This month I thought that I would share some of our experiences in one particular aspect – purchasing. Containing the costs of what you buy certainly has to be a top priority for any business.

You are not alone

When it's tough to hit targets, it's important to remember that much the same applies to everybody in the market, not just the operators but also the suppliers. In such a climate, all

your suppliers are highly motivated to hang on to your business and keep you satisfied. Keeping your business is a lot easier than trying to win someone new. That reality can create some surprising opportunities, and certainly encourages a less than arrogant attitude to costs. No one today looks down their nose at someone trying to get a deal.

Don't be afraid to ask

Whenever any supplier quotes a price, you can be pretty well sure that they're giving you the figure they would like to achieve, rather than one they necessarily expect to achieve. Nobody likes a sucker and they certainly do not respect them. If you roll over and accept first price offers from any supplier, their private attitude towards you may well be unflattering. Conversely, if you are tough and demanding on pricing and quality, they're more likely to respect you and want to keep your custom. Businesses that are tough on costs tend to survive longer, and all suppliers want continuity of custom.

There is an interesting war going on at the moment in the mineral water business. There has been something of a backlash during the recession about the use of bottled water and sales generally are down. At the same



time, there's a bigger than ever range of suppliers with expensive bottling plants and ambitious growth plans. So some unexpectedly good deals are out there on the market.

Even if you're happy with your current supplier, it's well worth asking if they are actu-

ally giving you the best deal possible. "I don't want to change, but..." can be a good opening approach.

Get on the same side

Being professional about price doesn't mean being antagonistic. Good negotiation with suppliers can start by being consultative rather than challenging. "It's tough for us all, so how can we make things work for both of us?" is a better approach than "Your price is too high – you're ripping me off". An assumption of civilised cooperative behaviour often engenders exactly that.

Become someone they want to be with

In tough times, people respect strong and professional businesses. A business that knows what it's doing and takes everything seriously is one that will survive and even prosper. A nightmare for all suppliers is businesses that close down and leave debt. Being ahead of the game about cost control

THREE KEY DISCIPLINES THAT HAVE WORKED FOR US:

1 Question everything. Explore the exact specification of every product and service and ensure that you are getting the best quality at the best value and on the best terms.

2 Get on the same side. Approach your suppliers as partners in a difficult and challenging environment. Work together to get the best deal for both of you.

3 Pay on time or early. Stick to payment terms. Never have to be chased, raise queries immediately and explore the opportunity for prompt payment discounts.



The Gilbert Scott restaurant at London's St Pancras Renaissance Hotel is Marcus Wareing's latest venture

To me, Marcus Wareing is the ultimate professional in the London restaurant hierarchy. Despite the temptations of celebrity spats with Gordon Ramsay, he sticks to the kitchen and stays away from the fame game.

Marcus Wareing at the Berkeley (formerly Petrus) is for me the calmest, most serene and most consistent of top rank restaurants. There is nothing showy, wasteful or excessive, just the best of the best ingredients with the most confident of cooking. Above all else, the service from booking to paying the bill is of the highest order and never in any way obtrudes.

The new Gilbert Scott is an entirely different matter in terms of style and market. Noisy, with clattering floors and hard surfaces, in a huge post industrial space, it was absolutely full when we visited, yet once again the hallmark of professional service in every aspect was obvious.

I arrived early and witnessed the restaurant manager briefing the whole team with clarity and respect for the importance of every individual in the chain. Like the food itself, great service can only be delivered by a motivated well briefed and informed team, who consistently follow the same standards as the leader.

earns respect, and paying on time and without unnecessary queries earns genuine affection. In a climate where some businesses pay increasingly late and need a lot of chasing, an operation that pays on time without any chasing is always attractive.

If you build up a reputation for paying on time – or even early – your ability to ask for favours and very keen prices in return is greatly improved.

There is also usually an opportunity with most suppliers (particularly in the professions who seem to expect late payment as a norm) to negotiate some form of prompt payment discount.

If you want to cut costs, demonstrate your value and reliability as a customer. They won't want to lose you.

Specify - don't waffle

Whatever you are trying to buy, specify it in detail and make sure you include everything you expect at the price. Add-ons can be a sneaky way of increasing a negotiated price. Think well in advance of exactly the quantity

If you are tough and demanding on price and quality your supplier is more likely to respect you

and delivery conditions you are looking for and make sure they are clearly written in. Changes to any order and afterthoughts can be a lucrative field for the supplier. When you have the price you want for the service or goods you seek, once again confirm it in writing and add in all the details so they have no 'wiggle room'.

Structure the relationship defensively

It is a good discipline to separate the people who deal with product/service specification from those who approve the payment. If the end user (for instance, the chef) is the only person who deals with the supplier, you are more vulnerable to queries and suggestions of extras. If an efficient

accounts person deals with payment matters, you separate the two parts of the process, which may be an advantage when queries occur.

Be proud of your business and value it

In all areas of purchasing, and business relationships in general, an operation that comes across with a sense of confidence, pride and purpose is more impressive. If your suppliers get the impression that there's something special about you and your business, they will be keener to keep it and more motivated to help.

In this highly competitive world, people like to work with winners. Professional control of every aspect of your buying will help you stay one. ●

LIQUID ASSETS

The soft drinks market grew surprisingly strongly in 2010, with sport and energy drinks the star performers. Richard Laming presents the latest market data



Against a lot of down-beat expectations, the soft drinks market grew during 2010 by 5.8 per cent to reach £13.9bn, while the volume of the market grew by 4.1 per cent to reach 14,585 million litres. These figures are set out in the 2011 UK Soft Drinks Report published by the British Soft Drinks Association, with data from independent market analysts Zenith International.

The growth in the market, the fastest in seven years, was shared across all categories, from carbonated drinks to fruit juice and bottled waters.

Bottled water consumption grew to reach 2,055 million litres. It is still below its peak in 2006 – remember all that hot weather? – but two successive years of growth refutes suggestions bottled water sales had peaked. Convenient and calorie-free hydration is still an attractive option.

Carbonates are the largest category of soft drinks, increasing by 4.9 per cent in volume last year to 6,400 million litres with a retail value of £8bn. This marks three successive years of

growth for carbonated drinks, as with bottled water, defying the critics who said the category was out-dated.

Fruit juices and smoothies saw their consumption increase by 3.1 per cent to nearly 1,200 million litres, worth £1.8bn in retail sales.

OUTPERFORMING THE MARKET

Still and juice drinks have continued their steady and sometimes strong growth, up by 5.8 per cent last year, while sports and energy drinks remained the star performers. Sports drinks grew by 13.1 per cent and energy drinks by 12.8 per cent last year. Drinks offering that bit extra – functionality, to use the jargon – get that bit extra back in revenue from the consumer's pocket.

It's a competitive marketplace, and consumers' incomes are being squeezed, so how come the soft drinks market is remaining healthy? Here are three likely reasons.

First, the weather. The downturn years are always associated with bad weather in the summer, lower temperatures and increased rainfall. We

are still recovering from the cold and wet years of 2007 and 2008, so even though 2010 was not a scorcher itself, by comparison with recent years it was a good one.

Secondly, the products. They include what must be the widest range of any consumer goods, with pack sizes from 150 ml up to 10 litres, available in an increasing number of outlets both for take home and consumption on the premises. The packaging is recyclable, and recycling volumes for PET plastic bottles went up by around 20 per cent last year.

HEALTHIER OPTIONS

The calorie and nutrient content is labelled clearly, usually on the front of the pack. The GDA (guideline daily amounts) scheme used tells consumers how much of each important nutrient there is in a serving of the drink, so they can easily compare two different drinks and choose the one that's best for them. And a relentless desire for innovation means that the choice of flavours and formats is growing all the time: with or without

PRODUCT ROUND-UP

PHOTO: SHUTTERSTOCK.COM/ARBO



REFRESHING CHANGE ↕

Already well established in European health clubs, the Aquarino intelligent hydration system is now available for the UK market. Using touchscreen fingerprint identification, the machine dispenses a range of low calorie soft drinks to participating club members for a flat-rate monthly fee. Details: +44 (0)800 035 2340



SUGAR-FREE RECHARGE ↕

Relentless Libertus has been developed to meet the consumer desire for mental renewal and recharging without sugar, says manufacturer Coca-Cola Enterprises (CCE). Libertus has only 20kcal per 500ml can, and contains caffeine, taurine and vitamins B6 and B12. The existing Origin and Inferno variants are now joined by Immortus and Devotion, while flavour descriptors also feature prominently on the front of pack. Details: +44 (0)8457 10 20 30



FUTURE IS ORANGE ↕

Lucozade Sport Lite now has a new flavour to add to its current offering of Lemon and Lime and Summer Berries. Makers GSK say the brand is designed to appeal to everyday exercisers and social sports participants who may not buy sports drinks because of their calories content. Lucozade Sport Lite comes in 500ml bottles and contains 50kcal. Details: +44 (0)8702 415132

calories, with or without flavours or preservatives, with or without bubbles. You can choose.

And thirdly, the industry. The soft drinks industry has proven over the years that taking a responsible approach to issues of public concern is the right way to act. For example, people thinking about the issue of obesity should note how the soft drinks product range has changed radically. The proportion of the market made up of drinks with no added sugar is now 60 per cent, up from only 30 per cent two decades ago.

Director general of the British Soft Drinks Association, Jill Ardagh, says that this ability to be flexible to consumer demand is what's driving the growth of the market.

She says: "Even in tough economic conditions, our industry can thrive because it is focused on popular demand, listening to its consumers and meets their needs." ●

Richard Laming is from the British Soft Drinks Association. For more details visit: www.britishtsoftdrinks.com

NATURAL ENERGY ↕

SoBe Pure Rush is the latest addition to soft drinks manufacturer Britvic's expanding portfolio. The PepsiCo product is billed as a naturally energising product, containing caffeine, guarana and ginseng and no artificial colours or flavours. The two flavours available are Apple Berry Burst and Tropical Twist. Britvic says it developed the product to meet the demand for a more natural energy drink. Details: +44 (0)845 7581781





PRODUCT ROUND-UP

DUAL FUEL DRINK ➔

The latest sports and fitness drinks brand from Coca-Cola Enterprises is Powerade Energy. The drinks manufacturer says its new brand offers a 'dual energy' proposition for customers. Alongside the energetic properties of stimulation and revival, the new Powerade Energy also delivers sustained energy, it says. This energy is delivered via fast-absorbing glucose, caffeine and B vitamins, while a balanced blend of carbohydrates and caffeine help sustained exercise performance.

The new lightly sparkling product is available in two pack sizes, 500ml and 375ml plastic bottles and two flavours – Sparkling Berry and Sparkling Orange. It contains 5 per cent real fruit juice, as well as natural flavours and no artificial colours. Details: +44 (0)8457 10 20 30



ADDING SPARKLE ⬆

Soft drinks brand Ribena is now available in sparkling. The product comes in a 500ml bottle and two flavours – Blackcurrant and Raspberry. Makers GSK says it expects the new drink to appeal to both new customers and drinkers of its regular Ribena brand. Details: +44 (0)8702 415132

LUNCHTIME REFRESHMENT ➔

The Oasis range from Coca-Cola Enterprises has been revived with new packaging and the return of its Blackcurrant Apple variant. The brand is being supported by a multi-million pound marketing campaign under the banner, 'It'll go with anything', which emphasises the use of Oasis with food, particularly at lunch. The target market is 18-34-year-olds. Details: +44 (0)8457 10 20 30



VITAMIN VITALITY ⬇

The water brand V Water has been relaunched under Britvic and Pepsico UK's SoBe soft drinks brand. The new SoBe V Water range consists of six flavours, each with a distinct benefit, and is available in an easygrip 500ml PET bottle.

The brand is targeted especially at 20-25-year-olds who want soft drinks to complement their lifestyle and enhance their overall well-being. Flavours include Shield (lemon and lime) with vitamin C, zinc and echinacea, Forti-fight (blackcurrant and goji berry) with vitamin C and zinc and Glow (pomegranate and blueberry) with zinc, selenium and vitamins C and E. Details: +44 (0)845 7581781



SPRING IN THEIR STEP ➔

Robinson's Fruit Shoot Hydro from Britvic is a spring water drink targeted at the growing children's soft drink market, particularly the 7-11 age group. The brand comes in three flavours, Orange & Pineapple, Apple & Raspberry and Blackcurrant, and will be available individually in 350ml bottles.

The Hydro range is made from spring water, with a hint of natural fruit flavour, and is free from sugar, artificial colours and flavourings. It's available in a sports bottle format, designed to appeal to active children who need to stay hydrated. Details: +44 (0)845 7581781



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new olf courses

Optimal Life Fitness (OLF), which specialises in continuing education for the strength coach and fitness professional, has introduced two new courses: the Bulgarian Bag Specialist (BBS) and Move IT (MIT).

Great for PT and also group training, the Bulgarian Bag – a new functional tool – gets great results for strength, power, weight loss, metabolic training and much more.

Move IT (MIT) is a functional training programme designed for PT and small group training. It introduces trainers to tools such as kettlebells, core bags, boxing, suspension training, teaching them how to integrate functional tools and deliver exciting, fun training sessions.

fitness-kit.net KEYWORD

optimal

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Wherever you are in the world, find the right products and services 24/7 by logging on to *Health Club Management's* free search engine www.fitness-kit.net

ridgeway: extended product range

Ridgeway Furniture is pleased to announce its continued expansion in the health club marketplace, with toilet and shower cubicles plus wet and dry vanity units now available. Whether you require corian, marble, glass or laminate, Ridgeway Furniture can now offer a cost-effective solution with great aesthetics.

The new items complement the high quality wooden lockers, benches and vanity units it already supplies to operators such as David Lloyd Leisure, LA Fitness, Fitness First, Virgin Active, Bannatyne and Nuffield Health, plus many smaller standalone health clubs and spas.

With many health club operators expressing growing concerns about changing room security, and also opting to use a padlock system on

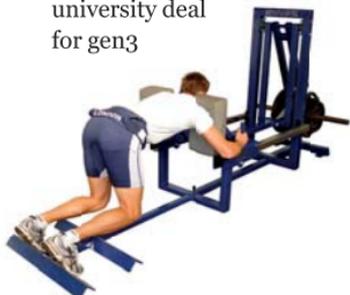


locker doors, Ridgeway Furniture also offers a new Ultra Secure Lock System that's both cost-effective and, it claims, far more secure than other systems currently in the marketplace.

fitness-kit.net KEYWORD

ridgeway

university deal for gen3



Gen3 Kinematics has entered the university sector, agreeing the sale of its MyoTruk and MyoThrusta systems to the University of Exeter – one of the UK's biggest sporting universities.

Gen3's business development manager Andy Naisbitt says: "With our focus on injury prevention in training, we are delighted that the MyoQuip systems can be used by the students – Exeter's sporting stars of the future – to train effectively with a highly reduced risk of injury."

According to distributor Gen3 Kinematics, the MyoTruk and MyoThrusta represent one of the biggest revolutions to strength training, catering for any performer in any environment and providing a unique way of training the leg extensor muscles that's more efficient, more effective and safer to use than conventional exercises.

fitness-kit.net KEYWORDS

gen3 kinematics

Product round-up

boxercise for kids

Boxercise launched its latest course earlier this year, adding to the four courses it already offers. The new 'Boxercise for Kids' course has been designed for instructors who wish to



teach Boxercise to children but feel they lack the specific skills and knowledge required to do this safely. The course covers specific anatomy, physiology and safe exercise prescription for all age groups from five years and upwards.

Course director Andy Wake says: "This course helps instructors safely adapt their adult classes to teach in the ever-growing kids' fitness market."

fitness-kit.net KEYWORD **boxercise**

total control from ez-runner

New from EZ-Runner, Campaign Manager allows you to create and schedule email campaigns – and it monitors the results, which are sent to your inbox. Operators can see if a specific target audience took them up on an offer, for example, or email members who had certain treatments and point them to special offers. It can also be used for annual renewals, saving valuable time and money.

fitness-kit.net KEYWORD **ez-runner**

portman's helping hand

Portman Asset Finance – which provides turnkey equipment finance solutions to gyms – recently helped a customer set up their first gym.

The customer required finance of around £120,000: £90,000 for gym kit, £6,000 for lockers, £8,000 for entry systems and £16,000 for air conditioning. Portman financed all of this with one straightforward finance agreement; the customer was able to preserve his own money for building works, working capital and advertising.

Many banks have withdrawn their equipment finance offering to start-ups, but Portman has the expertise to assist all types of gym – from new start-ups to established businesses – and covering all business equipment, including CCTV, furniture, refrigeration, computers, phone systems, signage and gym equipment.

fitness-kit.net KEYWORD **portman**

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show preview

leisure industry week

With the tag line 'Where innovation meets inspiration', LIW is set to introduce numerous new features and exhibitors for what promises to be an exciting and comprehensive leisure industry showcase. A key highlight at the show this year will be the launch of a dedicated Youth Engagement Zone in partnership with Fit for Sport and COMPASS, putting the leisure industry at the forefront of youth sports innovation to drive engagement and secondary spend.

The LIW Education Village provides an engaging and comprehensive education programme which features over 150 hours

Venue: NEC, Birmingham
Dates: 20-22 September 2011
Opening Times:
 Tues 20 Sept, 10am - 5pm
 Weds 21 Sept, 10am - 5pm
 Thurs 22 Sept, 10am - 4pm
Registration: pre-register for the show for free at www.liw.co.uk

of free seminar content. The CPD Masterclass Arena in particular, powered by Skills Active and sponsored by MYZONE and Quick Energy, is set to be a popular feature, where visitors will get the chance to get active and collect CPD points by booking on for a taster of the latest training programmes and products.

Visitors from the world of play and attractions will have the opportunity to learn about the power of marketing directly to families from experts at Cartoon Network, while leisure managers will hear from energy management giant BRE in sessions about how to make efficiency savings at business sites.

The LIW show floor is set to be packed with product demonstrations, launches, competitions and guest appearances. With so many varied and diverse highlights at this year's show, the events team at UBM Live have created the new Leisure Industry Week phone app to enable visitors to get the best out of the show.



All the leading fitness brands will be present, and visitors can collect CPD points by attending training sessions

HEALTH & FITNESS AND SPORT



LIW is the only UK event to showcase the industry's leading health and fitness suppliers, demonstrating their products side by side. Exhibitors include Life Fitness, Technogym, Precor, Cybex International, Escape Fitness, Pulse Fitness and Keiser.

With cuts of up to 30 per cent being predicted for local government leisure services, it is essential that operators look even more closely at what they are doing and how they could do more for less.

In response to this, Leisure-net Solutions will offer a series of presentations and debates to reflect the deep challenges facing the leisure sector. These seminars will help leisure professionals to address issues surrounding sales, customer experience and health and safety.

Keynote presentations will be provided by TV celebrity and weight loss coach, Pete Cohen, offering his assessment of successful gym weight loss programmes, and Ray Algar who will present his latest report on the low cost gym sector.

Attendees will be given the first opportunity to download the full report for free, thanks to support from Precor. There will also be a timely debate on gym memberships and contracts following the recent coverage this topic has received on national radio. Dave Stalker, CEO of the FIA will be joined by sales specialist, Dave Wright (CEO of CMFC), for a debate.

LIW 2011 will see the introduction of the CPD Masterclass Arena powered by SkillsActive and sponsored by MYZONE and Quick Energy, along with the CPD Seminar Theatre, also supported by SkillsActive. Visitors from the fitness industry have the opportunity to collect CPD points by booking onto training sessions and seminars for a taste of the industry's latest training programmes and products.



TV presenter, nutritionist and Power Plate ambassador Amanda Hamilton will be sharing her tips on successfully juggling a well-balanced diet and regular exercise in today's busy world. She'll talk specifically about her new lifestyle programme to aid weight loss, which combines Acceleration Training™ workouts on the Power Plate® machine with her nutritional expertise. This seminar will reveal why there is no longer any reason for anyone to say that they are too busy to exercise regularly and eat well.

Continuing the theme of innovation, and in a world first, Cranlea and Instyle Fitness have set up a virtual biathlon Web Racing competition exclusively at LIW. Visitors will have the opportunity to run and ride combined times in order to win a brand new magnetic braked M10 Aerobike and full Polar heart rate cycle set-up.

Entrants will start at the Cranlea stand sprinting flat out for 200m on the Woodway curve. They will then move onto the Instyle stand for two laps of the virtual velodrome. Cranlea



Web racing: Visitors to LIW can try out virtual cycling technology

and Instyle fitness are offering this prize for those who complete the 200m sprint and 800m ride on these innovative products, which offer live training in a virtual world.

LIW 2011 will play host to the largest gathering of independent operators, at the third annual IOU (Independent Operators Unite) forum on Wednesday 21 September. To celebrate the industry and enjoy an evening of networking opportunities, the annual IOU party is being opened up to the entire fitness industry at the Hilton Metropole from 9pm. ●

"This year's LIW promises to be more exciting and innovative than ever before" says LIW's portfolio director, Jonny Sullens. **"We take our position as the UK's leading show for stakeholders in the active leisure sector extremely seriously and strive to grow and improve year on year. "Each and every one of the sectors is shaping up really well to offer our visitors a broad range of information on a variety of leading leisure industry products and services, with an increased emphasis on highlighting innovations and providing high value free education."**



POOL AND SPA ➔



Pool and Spa at LIW is launching multiple new features this year and welcomes an exciting range of exhibitors. The 'Swimwear at LIW' showcase will highlight the latest ranges from Aqua Sphere, Speedo and Zoggs with live daily fashion shows on the brand new LIW Live stage. Aqua Sphere is building on the success of its Body Control Swimwear, launched at LIW last year, and will unveil the Energize range at this year's show. This new collection enhances the existing Body Control range and reflects LIW's focus on supporting industry innovation. Speedo will be showcasing its autumn/winter collection, including the Speedo Sculpture and Fitness ranges, which were launched this year, and Zoggs will showcase its spring/summer 2012 collection.

The SPATA (Swimming Pool and Allied Trades Association) Pavilion will showcase member companies engaged substantially in the swimming pool or spa trade. These companies include organisations that either build pools or can supply goods and services, such as heaters, covers, enclosures, water treatment, consultancy and maintenance.

SPATA members are committed to providing customers with a quality service and follow a comprehensive set of standards to provide guidance

on pool construction quality expected by the industry.

IQL UK, experts in swimming pool safety management and aquatic supervision, return to LIW this year. They manage the National Pool Lifeguard Qualification (NPLQ) on behalf of the Royal Life Saving Society (RLSS UK) and will be making an important announcement at this year's show.

Tara Dillon, executive director of IQL UK says: "We're launching something very exciting at LIW 2011 which will be hugely important for those working within our industry. LIW is the perfect platform for us to get in front of those key people who employ lifeguards and use our qualifications."

Leisure operators looking to diversify their business practices will have the opportunity to meet leading experts and learn how to deliver safe, effective and profitable spa business solutions at the Spa Business Association Supplier Showcase, supported by Topaz Consulting. This dedicated area will offer the chance for spa professionals to source the newest products on the market, as well as network with other visitors and exhibitors from the UK spa industry.



The latest swimming apparel and products will be on show at LIW

Visitors to LIW have come to expect live demos of large scale installations on site and this year those visitors will not be disappointed.

The Pool and Spa zone is introducing two brand new live demonstration areas. The Technisches Zentrum (TZ) Streaming Water Feature is a new transportable TZ flume for swimming, sports therapy, rehabilitation, as well as for fitness and fun.

The Flowrider Feature is Wave Loch's mini Flow House which enables a hybrid action sport known as FlowBoarding, which combines elements of snowboarding, skateboarding, surfing and wake-skating.

LEISURE FACILITIES ➔



An exciting development for LIW 2011 is the introduction of BRE, exhibiting for the first time. Research-based energy consultancy BRE will present 'Energy management: producing an efficient culture' as part of the brand new Energy Management area at LIW programme. Technical manager Andy Lewry will outline a step-by-step approach on how to imple-

ment energy management within an organisation, providing clear and practical advice for board level through to operational staff. The presentation will show how sources of data such as energy audits, EPCs and DECAs can underpin energy management. It will discuss the difference between asset and operational performance, and how both are needed to adequately support the performance of the built environment.



Lewry will end with an introduction of the new energy management standard ISO 50001, describing how this can contribute to an auditable approach to the implementation of an energy management programme.

PowerPerformer will also contribute to the Energy Management at LIW programme, with a session entitled 'Energy saving like no other'. Both presentations are scheduled for the first day of the show (20 Sep).



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PLAY & ATTRACTIONS ➔



Play and Attractions at LIW is designed to bring together senior buyers and decision makers from the UK visitor attractions industry. The show attracts exhibitors from a host of businesses, including suppliers of rides, turnstiles, theming and special effects, high ropes courses, play equipment and wave machines.

The Play Innovation Zone, which was launched last year with great success, is back to showcase suppliers of varying sizes who will show off their new products and latest innovations to visitors. The Theme Factory and Magical Fairy Land are also poised to provide plenty of inspirational content. The Magical Fairy Land is a purpose-built fantastical live play feature that can be tailor-made for a variety of attractions.

It will also offer the opportunity to take advantage of marketer Russell Play's wealth of industry knowledge in terms of creativity and design within a live play environment. The brand new Theme Factory will help attractions to



Companies such as the Cartoon Network will be offering seminars

CARTOON NETWORK/GETTY IMAGES/ALAMY

develop compelling and exciting experiences for their operations to build upon their current offering.

Creatively reinventing existing attractions space to drive increased revenue spend is imperative in the current economic climate and will be echoed throughout LIW 2011. Experts from across the sector will be on hand to provide practical guidance and advice to organisations that are working hard to create original attractions desti-

nations despite the recent dip in the economy. In addition to these new features, the Outdoor Demo Area is also back by popular demand.

Play and Attractions will be represented strongly in the new Education Village, combining the latest in innovation and expert opinion from Cartoon Network, Vision XS and DP Associates. Turner Media Innovations and Cartoon Network will offer two seminars focusing on the influence children have on the activities and attractions families choose, and a discussion on the growing success of licensed attractions, drawing on their experience from the Ben 10 Rollercoaster and Cartoon Network street at Drayton Manor.

DP Associates will present a session evaluating the option of adding a secondary indoor element to seasonal outdoor attractions venues to enable them to operate all year round. The National Farm Attractions Network (NFAN) will also present a countryside attractions seminar programme.



The Magic Fairyland is a new live play feature at this year's show

EAT & DRINK,
LICENSED BUSINESS ➔ ➔

The average spend per head in theme parks has increased by almost 13 per cent over the past five years. With entrance prices being frozen and a growth in family and discounted tickets, the need to increase revenue from catering and retail has grown in importance.



Similarly, gym and health club operators are looking to vending and retail sales to underpin profit margins, as new membership subscriptions plateau following a decade of well-above inflation growth.

Food and drink secondary spend is critical to a leisure venue's bottom line. Visitors will be able to source the latest ideas and product developments in the catering market, as well as meet existing suppliers face-to-face from industry leading organisations such as Subway,

Regency Purchasing Group, Boost Drink, General Mills, Movenpick Ice Cream, Gatorade and Dr Oetker.



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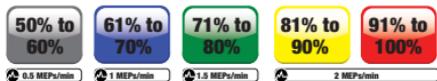
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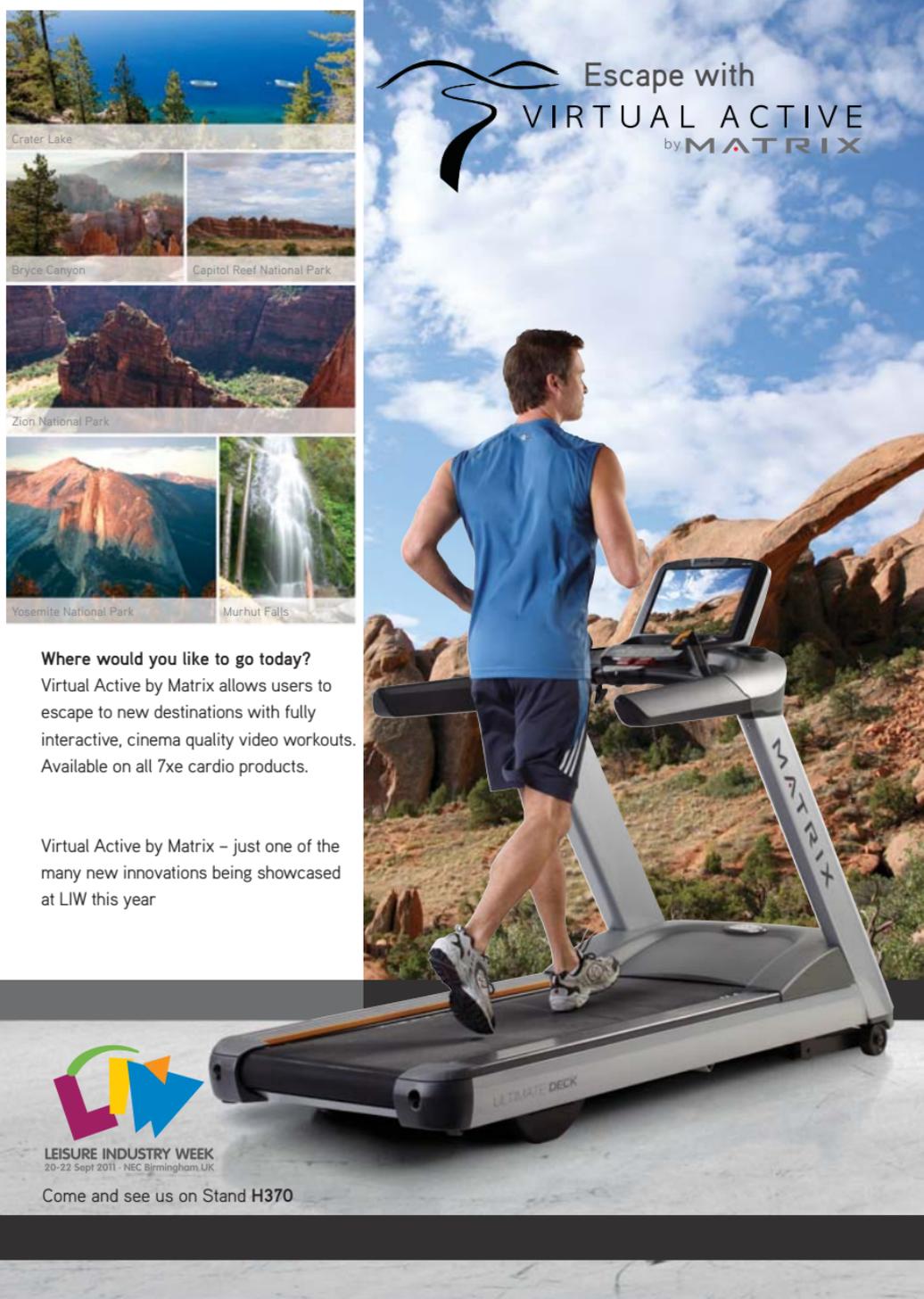
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Virtual Active by Matrix – just one of the many new innovations being showcased at LIW this year



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MATRIX



Fit for Sport's mission is to show how to engage children in activity

Leading kids' activity provider champions new Youth Engagement Zone

Leading the new Youth Engagement Zone at LIW this September, Fit for Sport, in partnership with the COMPASS, is introducing the UK's first accreditation scheme for leisure organisations and professionals working with schools and young people.

Fit for Sport believes it is vital that the leisure industry gets to the heart of what engages children to help drive innovation and develop sustainable offerings to the youth market. Operations director, Craig Jones, comments: "To date, many innovations coming out of the youth sports market have been developed and driven by adults. It is imperative that we start listening to our youth audience to develop physical exercise programmes and solutions that excite them."

Following the 'Start Active, Stay Active' report on physical activity for health released from the Department for Health this July, Jones advocates that the key to a successful and sustainable youth sport engagement programme lies in the strong partnership between innovative solutions providers and the passionate coaches

and instructors who are employed to deliver the programme.

Craig continues: "Children are surrounded daily by the latest consumer technologies such as games consoles and the internet, so to get them off of the sofa and taking part in physical activities, they must be both fun and led by inspiring people. To help achieve this, LIW brings together best of breed solutions and top professionals from across the leisure industry, providing the perfect catalyst for renewed innovation in the youth sports sector."

In this time of austerity, it is more vital than ever that leisure centres and organisations are at the forefront of youth sports innovation and best practice to help improve profitability through secondary revenue spend.

For example, many leisure centres could lease spaces which sit empty throughout the day to local schools, or even to host children's birthday parties. Many proactive leisure organisations are also hosting health days for local schools or sending their experts into the community to talk about fitness and health, for example, in school assemblies.

Fit for Sport's recent study revealed that two of the most popular physical activities children undertake with their families are swimming and the Nintendo Wii. Jones says: "As an industry we must embrace 'peer power' and reach out to our youth audience to understand what excites them. This will be a key aim in the Youth Engagement Zone at LIW."

Balanceability will also demonstrate its new activity programme designed to encourage all children between the ages of 2½ and 6 years-old to develop the confidence, ability and skills to enjoy riding a bicycle without stabilisers. The programmes are developed by professionally qualified instructors with each session constructed around games, challenges and new experiences that are proven to achieve desired objectives. Children who have never previously ridden a bicycle are able to progress step-by-step and experience a variety of developmental exercises and skills.

Jones says: "The Youth Engagement Zone at LIW will be a fantastic opportunity to see how to engage children in physical activity." ●



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SPORTHOUSE SUPPLIER

International fitness equipment provider Cybex International has been named as the exclusive equipment supplier for SportHouse, a leading fitness training facility and a Games Time Training Venue for athletes participating in events in 2012.**

Once complete, the SportHouse site will house the country's most comprehensive sports conditioning gym in the UK, hosting elite competitors from handball, futsal, rowing and athletics, and competitors from judo and wheelchair rugby. The site will support a wider sporting legacy by providing permanent training facilities for elite performing teams and talented young athletes, alongside the local community, after the completion of international competitions.

In preparation for next summer, London and the UK have successfully taken on the challenge of positioning themselves amongst the world's leading providers of elite sporting facilities. Alongside the world class venues hosting the Games, the training facilities are integral to the success of the athletes who will be arriving from over 200 countries, competing in 26 sports.

Located in the London Borough of Barking and Dagenham, SportHouse is one of just 28 sites to be awarded the status of Games Time Training Venue by the London 2012 Organising Committee and the Olympic Delivery Authority. Developed in partnership with the Borough and Ebbsfleet Community Sports Centre, the team behind the site located within Mayesbrook Park have chosen Cybex to fully equip the training venue. In an exclusive five-year deal, the agreement will see the full range of Cybex's premium cardiovascular and

strength training equipment installed at the facility in time for the opening of the site in March 2012.

Sport and leisure industry consultancy firm HBA was appointed as part of the leisure sector consultancy team for Ebbsfleet Community Sports Centre and has acted as the advisory body on various aspects central to the delivery of the SportHouse project. Director Mark Harrop explains why Cybex was chosen for the role as official equipment supplier: "the gym at SportHouse will be used by a diverse range of people, from children and the local community, to professional athletes." Cybex's focus on engineering equipment that is biomechanically correct factored greatly in our decision and with their comprehensive range of IFI accredited equipment we felt they provided the best solution for the site."

Equipment installed to reflect the diversity of its users

In the build up to the summer of 2012, the facility will host competitors from handball, athletics, judo and rugby. Once complete, it will boast the largest multi-use indoor sports hall in the UK at 5000m², two gymnasiums, a drug testing room plus meeting room and education training facilities.

The initial concept for the site came from Mike Stimson, managing director and CEO of SportHouse. As part of the tender process, Mike and his team

visited IHRSA earlier on this year to test out equipment belonging to all of the major fitness equipment manufacturers. On his decision to choose Cybex, Mike said: "I wanted an equipment supplier that shared my passion for sport and my vision for SportHouse. The Big Iron racks and lifting platforms clearly demonstrate that Cybex understands the needs of aspiring and performance athletes, but their complete range also allows us to provide something for everyone, no matter what their level. I'm excited to see the finished gym and I look forward to trying out all 250 exercise stations!"

Showcasing versatility of Cybex's fitness equipment

Included in the 1000m² gym facilities at the site will be over 75 pieces from Cybex's cardiovascular range. This will comprise of 751T treadmills, 750C upright cycles, 750R recumbent cycles and both lower and total body Arc Trainers. The full suite of cardio equipment will be made up of standard exercise machines, equipment featuring Cybex's Personal Entertainment Monitors alongside equipment from Cybex's Total Access range.

Developed in accordance with the Inclusive Fitness Initiative (IFI) programme, Cybex's Total Access range comprises of both cardiovascular and strength training equipment. The range has been designed to be accessible to the physically impaired, without

"The SportHouse gym will be split over two floors and contain 250 pieces of Cybex equipment".

excluding others. This has resulted in Cybex becoming one of few suppliers offering a comprehensive range of stage 2 IFI accredited equipment.

A full range of Cybex strength training equipment will also be installed at the site, to support the needs of the elite athletes who will start using SportHouse in the build up to summer 2012. This extensive list of equipment includes eight Big Iron half racks and lifting platforms, eight Bravo functional trainers, six plate loaded stations and 17 free weight stations. Over 35 pieces of strength equipment will also be installed from Cybex's Eagle, VR1 and VR3 ranges. All staff will receive comprehensive on-site product and fitness programming training, as well as ongoing maintenance support.

The extensive suite of training apparatus will also include Concept2 Rowers, Versaclimbers, Spinner bikes and a variety of plyometric and functional training equipment to compliment the comprehensive range of Cybex equipment.

Rob Thurston, national sales manager for Cybex UK has been instrumental in securing the deal with SportHouse and is looking forward to seeing the site fully operational: "It has been fantastic for us to work on such an exciting and interesting project such as this one. Next summer, SportHouse will host some of the world's leading athletes and to know that our equipment was chosen to meet the high training specifications of these competitors is testament to the high quality and diverse range of fitness equipment that we produce."

As part of the agreement, Cybex will use SportHouse as the new UK base for its REPs accredited education programme. The seminars will cover

various health and fitness topics including exercise biomechanics and machine analysis, advanced training techniques using functional equipment and weight lifting. Places will be available for SportHouse staff as well as up to 30 places available for Cybex clients. The site will also be used as a 'showcase' for Cybex equipment, where new and existing clients can visit the facilities and see the diverse range of users and training requirements that Cybex caters for.

Supporting the sporting legacy

Following a busy summer of sport in 2012, SportHouse will form part of what will ultimately be a sporting legacy set to last for generations to come.

The facilities have already been a focus of attention from the British Handball Association, the FA and British Weight Lifting, all of whom have expressed interest in the long-term use of the site.

Discussions with The FA have already been held around the suitability of SportHouse as a venue to host Futsal competitions across all levels of the game, as the site has already been confirmed as a training venue for the England senior Futsal team in April 2012.

The facility will also be used to support nearby schools and the local community to encourage involvement in sport, as Rob Thurston concludes: "the versatility of the site will ensure that users of all ages, abilities and sporting interests will benefit from the facilities for years to come. Cybex will continue to work in close partnership with Ebbsfleet Sports Centre and HBA to ensure that SportHouse supports a lasting legacy".

** Cybex International is not a sponsor or supplier to the 2012 Olympic Games; its supplier relationship is only with the SportHouse Games Time Training Venue.

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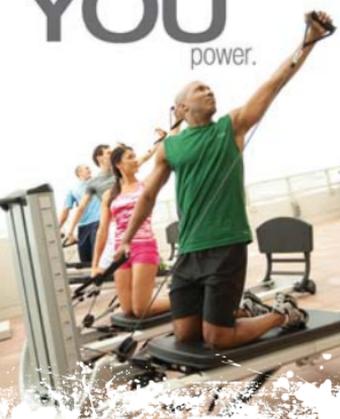


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Exhibitor News 2011



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Section: **Health & Fitness**

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Authentic8 are the experts in providing membership cards for the leisure market. We provide over 2 million membership cards per year to gyms, health clubs, spas, fitness centres and golf courses. Whether you are a small independent gym, large private chain, or local authority run leisure centre, we have the perfect ID solution for your members. From affordable barcode swipe cards to more advanced proximity smart cards, we have a solution for all.

Section: **Leisure Facilities**

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Section: **Health & Fitness**

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Visit us at LIW (Stand H530) and experience the Express Workout for yourself.

For more information call 020 7586 7200 or visit www.powerplate.com/uk



Xn Leisure's Challenge – Improve Customer

Xn Leisure is engaged in a programme of continuous strategic investment in people, systems and processes offering a wealth of industry knowledge and expertise. Through regular communication with its customers through a network of User Groups and regular dialogue provides the means to continually improve solutions specifically meeting the needs of the industry.

This partnership approach includes our choice of hardware and technology providers. Xn Leisure naturally teamed up with Protouch, the UK's leading supplier of touch screen and kiosk systems. It provides products for a great number of services including: payment, ordering, product look up and ticket printing; utilising many innovative devices like chip and pin, RFID, keyboard, Bluetooth, web cameras, printers, scanners, wifi and much more.

Fife Sports and Leisure Trust is a non profit distributing organisation, limited by guarantee to operate and manage sport and leisure facilities on behalf of Fife Council. Under the terms of the business transfer agreement with Fife Council, the Company is responsible for the operational management, delivery and development of the local authority's 13 sports and leisure facilities.

In 2010, Fife Sports and Leisure Trust had a number of objectives to be achieved in order to run a self service booking and payment solution in each of its Leisure centre receptions:

- To remove customer service obstacles which were causing capacity limitations, in order to drive business growth.
- To provide an automated self-service customer channel.



- To relieve pressure on members of reception staff during busy periods.
- To allow customers to autonomously check in for activities, collect tickets, make reservations or enquire about Fife Sports and Leisure Trust services.
- To enhance customer experience by fast tracking members' entry to bookings and activities and reducing queuing time.
- To provide a mechanism for the collation of customer service feedback.

Nowadays time is at a premium and self service is becoming the norm as people are increasingly familiar with the technology and aware of the time saving it offers. A consultative approach allowed us to understand the specific challenges that Fife Sports and Leisure Trust face in order to develop the most appropriate solution.

The busiest part of Fife Sports and Leisure Trust's Leisure operation is the Reception, the first point of contact for information, for bookings, for payments and for interaction with customers. Making these processes faster and more

Xn leisure's solutions empowers members to book and purchase at a time convenient to them

efficient, while at the same time ensuring the management information is as detailed as possible was a key factor.

XN Leisure and Protouch collaborated to develop an innovative 'TurnKey' Self Service kiosk solution where the whole booking, ticketing and payment process for Fife Sports and Leisure Trust was automated and presented in an attractive and easy to navigate interface.

The kiosks feature state-of-the-art touch screens, RFID smart Card Reader, receipt and ticket printer and software was installed which enabled on screen payment applications and a booking system, in addition to providing fast-track access and a top rated security system using membership cards to remotely unlock gates and doors.

Once customers have made a booking via the kiosks, they are immediately

Striking new kiosk designs adds to the improved customer experience.

Experience

"SELF-SERVICE ELEMENTS AND ONLINE FUNCTIONALITY ARE VIEWED AS THE NEXT PROGRESSIVE STEP FOR THE SECTOR"

and automatically granted access to the leisure facilities and their membership cards are credited.

The kiosks have been specifically designed for ease-of-use and to provide customers with an alternative to using the front desk, to reduce queuing and to relieve pressure on Fife Sports and Leisure Trust staff.

Analysis of the 13 sites at which kiosks have been deployed has shown that an average of 55% of customers use the self service kiosks.

The implementation of Self Service Kiosks has revolutionised the way sites deal with its customers. The Kiosks have become a 'Virtual Receptionist' and propelled Fife Sports and Leisure Trust to the very front of the technological self service arena with in Leisure industry.

This technology has streamlined Fife Sports and Leisure Trusts resources to be able to provide a wider range of services, reduce

costs and to more efficiently use staff resources.

This innovation has successfully taken tasks away from the reception team, and empowered them to become more effective at their primary customer service roles. Automating the simpler tasks of checking in for activities and collecting tickets, making future bookings or enquiries quickly and efficiently has become a major catalyst for business growth and enhanced efficiency.

XN Leisure's Self Service Kiosk software and Protouch's Xen X6 Kiosk hardware uses robust, tried and tested technology with optional payment solutions, and has provided an extremely high uptime ratio.

Focusing on simplicity and ease of use, speed of transaction is paramount to a successful deployment and an enhanced customer experience. Customer feedback functions complete the solution for a fully rounded product set.

With an average of 55% customer uptake of the self service kiosks and usage figures in excess of 70% in some locations, it is clear that this has been a highly successful and profitable project.

The key positive results are:

- Turned staff from Receptionists to Customer Service Ambassadors - The reception team are less rushed and



able to spend quality time with the customers that need a more detailed response to joining the facility or information and advice on what the centre can provide.

- Enhanced customer experience - the speed of transactions and efficiency with which customers can now check in and book has been improved and taken away the need to queue.
- Helping to provide Fife Sports and Leisure Trust with a way to control costs, increase profitability and efficiency while at the same time increasing the standard and quality of service.

Xn Leisure approach is to make Self Service easy to use and more importantly provide feedback that makes self service simple. You can't treat all customers the same, and you especially can't treat visitors the same way that you treat your members. Self-service holds the potential to deliver significant benefits. It's an approach that can make it easier for your customers to do business with you and drive customer satisfaction, loyalty, and profitability at the same time, it's an approach that can lower your costs to serve.



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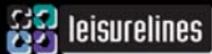
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Cartoon
Network: Win a
national kids' TV
campaign at LIW

CARTOON NETWORK

Tel: +44 (0)20 7693 1165 | www.turnermediainnovations.com
Win a National Kids TV Campaign at Leisure Industry Week. Leading kids' TV channel Cartoon Network is attending Leisure Industry Week for the first time. Turner Media Innovations is the advertising and media consultancy team for Cartoon Network and they are industry experts when it comes to reaching kids and families. They know how to harness the commercial power of their kids brands and can advise on the most cost-effective and impactful ways to reach this audience. Armed with extensive research in the field, they can help the holiday and leisure industry reach its core audience. Turner Media Innovations are running a competition to win a national kids TV campaign exclusively for LIW attendees. This prize includes production of a bespoke commercial and a significant volume of airtime across the Turner channel portfolio. To enter, head over to the Cartoon Network stand – A80 in the Play & Attractions Hall.
Section: **Play & Attractions**



CodeLocks:
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convenience
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CODELOCKS LTD

Tel: +44 (0)1635 239645 | www.codelocks.co.uk
CodeLocks combines convenience with colour in a range of digital locks for locker cabinets. Digital Cabinet Locks are a cost-effective and quick retrofit solution for standard cam locks and give the user immediate and simple keypad access without the hassle of keys. Key management can be a concern for leisure centres and gyms due to the high numbers that get lost. "Managers at leisure centres and gyms can spend a great deal of time and money replacing keys and opening up lockers," explains Grant Macdonald, Managing Director of CodeLocks. "And having to carry a locker key around is inconvenient for users too. Installing keyless digital cabinet locks to gym lockers will help solve these problems." Each Cabinet Lock comes with a locker-mode function, offering a single-use code setting facility ideal for use on lockers in fitness studios, health centres or public leisure facilities.
Section: **Leisure Facilities**

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Section: **Health & Fitness**



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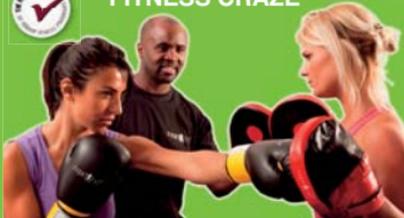


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STAND A80
IN HALL 17: PLAY & ATTRACTIONS



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► CREATIVE FITNESS MARKETING

Tel: +44 (0)115 955 6667 | www.cfm.net

CFM is still the world's leading member driver. We still don't ask for client outlay and we still bear the financial risk. In fact, for the last 21yrs we have been purely member driven and from now on you will know us as CFM MemberDrive. We can drive 200-700 members through the door in six weeks, but because our clients want a long-term legacy we also provide: Long term cash flow direct to the bottom line, a large boost in secondary spend, referrals from the new members. The awareness that comes from 30+ advertising streams, a springboard to launch the club to a profitable and progressive future. We create the time, the budget and the manpower for you to capture those members who are hard to reach and wouldn't normally walk through a health club door if it weren't for multiple exposure CFM MemberDrive. If you want to maximise your profitability and have your club become a community hub of health and fitness, call the company used by some of the most reputable health clubs in the UK and Ireland. MemberDrive - when would be the best time for you to start maximising your income?

Section: **Health & Fitness**

CYBEX INTERNATIONAL

Tel: +44 (0)845 606 0228 | www.cybexintl.com

CYBEX International, a leading industry provider of cardiovascular and strength training equipment, will be showcasing some of their premium pieces of equipment at LIW throughout the three days. This will include treadmills, bikes and the innovative Arc Trainer. CYBEX also manufactures the industry's largest selection of strength equipment, with over 150 unique pieces; equipment will be featured on the CYBEX stand from the VRI Duals, VR3 and Eagle strength lines. In addition, CYBEX produces modular, plate loaded and free weight equipment, plus the popular Big Iron series of racks and benches, which will also be in use on the stand as part of daily workout demonstrations. Demo sessions will continue throughout each day, focusing on a range of equipment to include the Bravo functional trainer and the Arc, as well as a session on Olympic lifting. CYBEX ambassador and runner up of ITV1's the Biggest Loser Paddy Cunningham will be taking part in the Bravo demo and answering questions on his weight loss since finishing the show, which CYBEX supplied with a comprehensive range of cardiovascular and strength equipment.

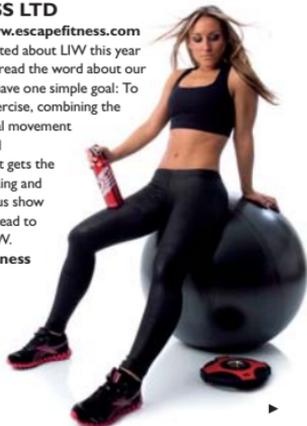
Section: **Health & Fitness**

ESCAPE FITNESS LTD

Tel: 0800 458 5558 | www.escapefitness.com

Escape Fitness are so excited about LIW this year because we're going to spread the word about our Move It Revolution! We have one simple goal: To transform the way we exercise, combining the key principles of functional movement with exciting, intuitive and purposeful equipment that gets the body moving, brains working and business booming. So let us show you how to Move It and head to stand number H250 at LIW.

Section: **Health & Fitness**



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► FUTURE HEATING LTD

Tel: +44 (0)20 8351 9360 | www.future-heating.co.uk

Future Heating Ltd are specialist Solar Thermal Design and Installation Company offering turnkey solutions in the design & installation of Swimming Pool and Solar Hot Water Systems throughout the UK. As a Microgeneration Certification Scheme (MSC) registered company, installations we carry out are eligible for the Government's Renewable Heat Incentive Scheme. A Solar System heating your swimming pool, leisure centre, or any commercial building will currently earn 8.5pence per kWh each year, for the next twenty years. It is best to install now, as more solar systems are installed in the coming years the kWh rate will be reduced. In addition to the RHI savings, you will also save money directly off your annual energy bill. Please feel free to visit us at LIW, Stand F100 to discuss system paybacks and how much you could earn over the next twenty years with a Solar Hot Water System. Section: **Pool & Spa**

GLADSTONE HEALTH & LEISURE

Tel: +44 (0)1491 201010 | www.gladstonemrm.com

At LIW this year we have three exciting product developments to show for the first time. Learn2 is our new swim school product which simplifies the often complicated and time consuming administration process. Learn2 also allows operators to register people for courses, manage accreditation and ease the movement of pupils between levels. Contact Manager allows your sales team to follow the sales process from lead to qualified prospect and ultimately to new member. Finally our new iPhone app allows your members to search for activities and book them from anywhere. Visit our stand at H210 to see these for yourself.

Section: **Leisure Facilities**

GRAVITY UK

Tel: +44 (0)1494 458970 | www.gravityuk.net

Greet the NEW Total Gym line-up on the Total Gym stand (#H520). With three new models on display – GTS, Power Tower and Sport – experience these functional variable resistance incline trainers by trying a GRAVITY workout. Programming includes personal training, group exercise, Pilates and post-rehab, and you can enter the draw for a new Total Gym GTS to be given away at the show. Contact us now to arrange an incline demo.

Section: **Health & Fitness**

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Tel: +44 (0)845 260 9339 | www.gymstickuk.com

GYMSTICK UK has a range of products for PT's, Studio classes, Outdoor sessions and Functional gym work. Instructor training is also available and the studio concept comes with regular updates. Visit the stand to see how one simple piece of kit can add resistance to your studio, interest to PT sessions and reduce queues for popular kit in the gym. UK master trainers also required to help with the UK rollout - +44 (0)845 260 9339.

Section: **Health & Fitness**

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 SPINNING



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EXHIBITOR NEWS

► HARLANDS GROUP

Tel: +44 (0)7966 577746 | www.harlandsgroup.co.uk

Harlands Group is the UK's leading Direct Debit and Membership Management provider. Our affordable service includes fully managed collection, call centre, online sign up and debt recovery delivered to a diverse range of clients. Harlands provide third party collection and a bureau service to clients who already have a BACS Service User Number. Our Snap system introduced online sign up to the UK in 2005 and the recent release of version 5 brings even more features. Our integrated technology means we have significant experience in the low cost sector where Harlands provide services to all the leading budget health clubs.

Section: Health & Fitness

HIPPO LEISURE PRODUCTS LTD

Tel: +44 (0)1752 771740 | www.hippoleisure.com

Come and see Hippo Leisure's exciting Squirtum product range. Showcasing their innovative handpump water toys, the Squirtum range comprises of four interactive units, with a simple hand operated pump which is easily rotated by children as young as 12 months but can be enjoyed by all ages. The pump produces a water squirt which flows through one of 4 brightly coloured, interactive feature tops encouraging children to chase the water back into the pool. Choose from our standard, 2-Way, Racer and Plug Hole designs. Squirtums do not require a water supply and can be installed in any shallow pool.

Section: Pool & Spa

INNOVATIVE LEISURE LTD

Tel: +44(0)116 288 7263 | www.innovativeleisure.co.uk

Innovative Leisure Ltd. is the exclusive UK and European distributor of a range of high energy, physically challenging, interactive, family attractions suitable for use in a variety of outdoor and indoor venues, including theme parks, zoos, farm parks, FECs, local authority sites and many more. The company's product range includes a selection of climbing walls and towers, the Coconut Tree Climb, the computer controlled DigiWall, modular climbing panels, the Water Wars water balloon game, available with the optional Depth Charge feature, and a new range of major high ropes courses.

Section: Play & Attractions

Jordan Fitness:
Teaming up
around the world

JORDAN FITNESS

Tel: +44 (0)1945 880257 | www.jordanfitness.co.uk

Jordan Fitness have had a very busy 12 months since last year's LIW. Evidence of this can be seen on their dynamic stand this year. The team have been developing new relationships with other leaders in the global fitness industry and are proud to be able to showcase this at LIW 2011. Lifeline USA and Alpha Strong have teamed up with Jordan as their main European distributors, BeaverFit and SAQ are renowned UK brands that are now working with Jordan. Jordan will launch their own much anticipated Functional Power Rack, brimming with unique design features. Come meet Team Jordan!

Section: Health
& Fitness





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Section: **Health & Fitness**

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Tel: 0800 756 0837 | www.workwearandlogo.com

Established in 1997, Kylemark Workwear is a leading national supplier of embroidered and printed sports and leisurewear for staff uniforms to the health and fitness, hospitality and leisure industry. Whatever your business, Kylemark Workwear has the solution to your staff clothing requirements. In House embroidery and printing facilities mean we guarantee great service, quality and price. Visit us at stand F251 to see your new uniform and get the best deal of the show!

Section: **Leisure Facilities**

LEISUREWEAR DIRECT LTD

Tel: + 44 (0)1246 454447 | www.leisurewaredirect.com

Established in 2001 Leisurewear Direct Ltd has a track record second to none in meeting its varied customer's needs for uniform garments and bespoke items within the passenger transport industry. 2011 is our 10th birthday which sparked the thirst for expansion so we have added a range of beauty and spa garments to our tried and tested range. You will be met with a warm welcome by Jane, Laura and Calvin at stand F342.

Section: **Leisure Facilities**

LIFE FITNESS

Tel: +44 (0)1353 666017 | www.lifefitness.com

Life Fitness will be showcasing several additions to their equipment ranges at LIW 2011, including the vibrant new Signature Series StackWrap™ shroud covers, Hybrid Cardiovascular equipment to harness your energy and power the machines and Virtual Trainer Application, which allows users to track and record workouts whilst on the move! With 40 years of delivering performance, comfort and durability to create the ultimate fitness experience, Life Fitness work tirelessly to develop the best fitness equipment on the market today. We offer complete solutions to meet specific needs and budgets including training, after-sales service and support, financial packages,

Life Fitness:
Showcasing
several additions
to its ranges
at LIW



club design and construction, branding and layout, facility management and audio visual entertainment. With expertise to provide guidance from project conception to completion, Life Fitness' award winning and aesthetically appealing products leave a powerful impression on everyone who walks through the gym doors, providing the ultimate experience that keeps them coming back.
Section:
Health & Fitness ►

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▶ MATRIX FITNESS

Tel: +44 (0)1782 644900 | www.matrixfitness.co.uk

Matrix Fitness Systems is the commercial division of Johnson Health Tech UK Ltd, the UK subsidiary of Johnson Health Tech Co. Ltd. (JHT), which has been producing premium fitness equipment since 1975 and is the fastest growing manufacturer of fitness equipment in the world. A truly global company with 16 subsidiaries worldwide, JHT has the intellectual resources necessary to produce the most technologically advanced equipment on the market and the economies of scale needed to deliver the best value possible. In the last two years alone, we've brought more innovative and unique concepts to the industry than any other brand. We're able to do this by combining a talented development team with exclusive partner relationships from within our industry and beyond - partners that excel in their fields, and, together with Matrix, are helping to reshape the fitness industry. Visit Matrix at LIW on Stand H370 for:

- The latest innovations in experiential CV equipment
- A preview of our brand new CV product - coming to the market soon
- Our advanced strength equipment solutions
- Our latest range of relaxation and wellbeing products
- An insight into the Team Johnson Ambassador Programme, and an opportunity to meet Olympic rower, James Cracknell OBE.

Section: **Health & Fitness**

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Tel: 0800 328 5676 | www.merrithew.com

Synonymous with professional quality, STOTT PILATES® equipment is designed and engineered with the highest standards and craftsmanship. Featured at Leisure Industry Week will be the Club SPX™ Reformer Bundle. Lightweight, easy to move and built to last, the value-priced, entry-level Club SPX Reformer comes with all the accessories needed to get your facility's Pilates programme quickly up and running.

Also featured at the event will be the Cardio-Tramp™

Rebounder, a fun and innovative accessory that will intensify any Reformer workout. This cutting-edge tool easily transforms any STOTT PILATES Reformer into a unique Pilates cardiovascular machine.

Section: **Health & Fitness**

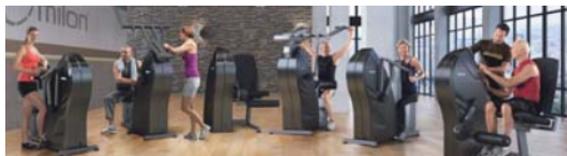
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Tel: 0800 0988 420 | www.uk.milon.com

Milon Industries is Germany's leading exercise systems manufacturer. We implement a unique technology: our devices are all smartcard-controlled and, instead of mechanical resistance through weight stacks, are equipped with electronic engines which produce the resistance. Seat- handle- and lever positions and resistance levels adjust themselves automatically within seconds, making faulty device adjustments and incorrect usage a thing of the past. The electronic resistance allows additional eccentric weight to be programmed on the devices, which makes a work out 30% more effective when compared with traditional equipment. The award winning milon circuit is regarded as the most effective and innovative exercise concept in the market today. It has been implemented in over 1400 fitness clubs and our clients in the UK have seen a dramatic improvement in additional revenue and retention. Experience milon. Made in Germany.

Section: **Health & Fitness**

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controlled
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Section: **Health & Fitness**

NEPTUNUS

Tel: +44 (0)845 180 4001 | www.neptunus.co.uk

Neptunus introduces the 'Flexolution', the latest addition to their temporary buildings product range. With this innovation, Neptunus are able to offer the characteristics of a permanent building, with all of the benefits of a temporary structure. They can be supplied and built very quickly, used for as long as necessary, can be hired or purchased and then dismantled and relocated elsewhere. Neptunus structures have been used in many applications, including a semi-permanent sports hall to be used as an Olympic Training Centre by the Dutch national team. This project saw Neptunus engineers link two Flexolution structures to form over 3,000 m² of space in only two weeks. Importantly, Neptunus structures have the look and comfort of a permanent building and offers A-Rated energy performance under the EU Energy Performance in Buildings Directive.

Section: **Leisure Facilities**

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Section: **Health & Fitness**

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software for *Life*

▶ OCTANE FITNESS UK LTDTel: +44 (0)7799 475366 | www.octanefitness.com

Octane Fitness is a premium, x-trainer only supplier with a difference. The Pro 3700 IFI model was the first elliptical x-trainer to receive IFI Stage 2 accreditation, making it ideal for beginners and IFI users. The Pro 3700 has a smaller footprint, whilst offering far more variety to personal trainers. It includes the revolutionary Converging Path and MultiGrip handlebars, which give greater choice, comfort, and variety and replicates the natural path of the body. The Arm Blaster programme offers a serious upper body challenge while the Glute Kicker programme does likewise for lower body. The 'seated x-trainer', the Octane xR6000 is unique yet popular and very different to anything in your gym. It can be very easy for the de-conditioned user or incredibly tough for advanced users. It can be used for lower body only, upper body only, or for total body.

Section: **Health & Fitness****OMNITICKET NETWORK LTD**Tel: +44 (0)1782 714300 | www.omnicket.com

OmniTicket Network is the solution of choice for venues of all sizes with a proven track record in the most well known and demanding venues. Our clients include some of the most prestigious venues in the world: Walt Disney World Universal Studios Drayton Manor Park Royal Botanical Gardens Kew English Heritage – Stonehenge Royal Zoological Society Scotland – Edinburgh Zoo.

Section: **Play & Attractions****OPEN FRONTIERS LTD**Tel: +44 (0)1223 651 400 | www.openfrontiers.co.uk

With their web based system, TIME PURSUIT, Open Frontiers has revolutionised the automation of visitor management for leisure attractions operators, from zoos to museums, theme parks to activity centres, and football clubs to ropes adventures. The web based system uniquely brings together the sale and subsequent management of all leisure products for an operator under one roof in real-time. Take control - drive visitor growth, secondary spend, and team productivity!

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Over 900 leisure centres with more than 500 swimming pools in Europe: an impressive portfolio. Pellikaan specialises in designing and constructing sports facilities and commercial buildings including schools, offices and hotels. They have the experience and expertise to design, co-ordinate, and complete every aspect of construction projects. Pellikaan can be involved from the very first design or work with the client's architect to fine-tune the drawings and carry out the construction works. The vast know-how and experience have led to all UK projects being handed over on time and on budget.

Visit Pellikaan on stand F408.

Section: **Leisure Facilities****PHYSICAL COMPANY LTD**Tel: +44 (0)1494 769 222 | www.physicalcompany.co.uk

Suspension training has become a cornerstone of functional training. As leaders of innovative functional training, Physical Company will be launching their latest suspension gym - The Human Trainer at LIW. The Human Trainer is a dual strap suspension system that is heavy duty, comfortable and extremely easy adjust. Come to stand H520 to try The Human Trainer and to greet Physical Company's new studio set-up. Contact Physical Co - sales@physicalcompany.co.uk for details.

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POWER PLATE INTERNATIONALTel: +44 (0)20 7317 5000 | www.powerplate.com/uk

Power Plate International continues to set the standard for Acceleration Training™ products and services, with the launch of the Power Plate® powerBIKE™ on show at this year's Leisure Industry Week (LIW). Visitors to stand H530 can experience the next evolution in vibration training, when they try the powerBIKE, the world's first stationary bike with mechanical vibration technology. Combining the acknowledged benefits of vibration training with a cardiovascular workout, it complements the existing Power Plate machine range, by adding yet another dimension to the way in which members train. The vibrations provide an additional stimulus for a more challenging workout, but also activate the stretch reflex in the muscles, so users are better able to cope with the increased intensity. The Power Plate team will also be showcasing the many different Acceleration Training applications, with a series of short demonstrations throughout the three day LIW event.

Section: **Health & Fitness****PRECOR**Tel: +44 (0)1276 404900 | www.precor.com

Precor designs and builds premium fitness equipment for effective workouts that feel smooth and natural. Our equipment is chosen by health clubs, hotels, spas, and individuals all over the world. For nearly three decades, we've driven fitness forward with a passionate focus on ergonomic motion, proven science, and superior engineering. We constantly study and anticipate the needs of the people and organizations we serve, and continually redefine the levels of innovation, quality, and service necessary to deliver the very best fitness experiences – all with the goal of improving the ways people improve themselves.

Section: **Health & Fitness**

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Section: **Health & Fitness**

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Tel: +44 (0)1260 294600 | www.pulsefitness.com

Whether it is state-of-the-art, sustainable, turnkey design and build developments or inclusive, energy saving, stylish fitness equipment with a superlative motivational entertainment and education package – Pulse has it all and more on display at LIW. With more than 30 years' commitment to building a healthier future for leisure operators, Pulse will be showcasing its latest innovative leisure solutions at the show to help operators keep their business as fit as their members. With inspiring partnership solutions for operators across all market sectors, everyone will engage on the Pulse stand and will be touching, discussing and trialling their latest offerings that include the Fusion Cardiovascular range, IFI-accredited machines, the Evolve Strength range, the latest generation software solution, unique competitive interactive entertainment and, operators can see and hear all about our latest sustainable, environmentally efficient leisure development partnerships.

Section: **Health & Fitness**

REVOLUTIONARY PRODUCTS

Tel: +44 (0)1403 752223 | www.revolutionaryproducts.co.uk

Revolutionary Products launches the AmadaSport Ixion interactive Real Life Video cycle. Bringing serious studio style cycling into the gym, it features a 20" touchscreen with interactive software from TACX systems. Cycle on world famous courses such as Alpe d'Huez or train with the pro's using Real Life video, or have Virtual Reality fun. Use Google Earth to explore your favourite locations or training seriously with the Catalyst training programmes. Freedom Climber, the revolutionary climbing system, allows clubs to feature climbing in the functional zone for an exciting total body workout. Stand H615

Section: **Health & Fitness**

SAFE SPACE LOCKERS

Tel: +44 (0)870 990 7989 | www.safespacelockers.co.uk

Safe Space Lockers are launching their new interior design and 3D rendering service at this years LIW. The service will enable customers from the whole of the leisure sector to design and visualise their new changing room without committing to any costs. Safe Space Lockers are renowned for quality of lockers, washrooms, cubicles, padlocks, service and account management. Now with the added service of interior design and 3D rendering, why not visit stand H405.

Section: **Health & Fitness**

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We are a house of two world-class brands dedicated to one simple mission: Supply the most effective and efficient workouts available. Iconic products such as Schwinn and the StepMill continue to inspire members worldwide. Products renowned for legendary innovations in fitness. Schwinn, the first ever indoor cycle bike, remains at the forefront of the phenomena whilst Stairmaster's StepMill is a must-have on the gym floor. New StepMill 5 at LIW!

Section: **Health & Fitness**





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Will to Win Tennis Centres is a thriving chain of tennis and activity centres situated in the Royal Parks of London. Their main reason for choosing SportSoft was the combination of easy online bookings for their customers and the ability to control the increasing variety of goods sold in their cafes and shops every day through the Point of Sale terminals. An added advantage was the direct output into their accounting systems.

Section: **Leisure Facilities**

STARTRAC UK LTD

Tel: +44 (0)1494 688 260 | www.startrac.com

Star Trac® will showcase its two newest releases at Leisure Industry Week. The Spinner® Blade is the company's latest high performance Spinning® bike. It features an iconic aluminium frame design, an improved bottom bracket and new fore/aft seat and handlebar adjustments. The Leverage® range is set to redefine the plate loaded strength category, offering enhanced design and features, from stainless steel knurled grips to shock assisted seat adjustments and user pre-stretch settings.

Section: **Health & Fitness**

TECHNOGYM UK LTD

Tel: +44 (0)1344 300236 | www.technogym.com

Technogym are delighted to announce the UK launch of the highly innovative range of Kinesis Stations cable driven solutions. The six stations allow all users of any age and ability the full range of motion with easy progression in a safe engaging way. ARKE is the complete functional solution, perfect for circuit training, small group and personal training. Combined with Kinesis there will be an active demonstration area to explore the endless exercise options to engage your members and drive secondary revenues. Also you can discover more about ARKE at the CPD Masterclass @ 3.30pm on 21st September. Register at: <http://www.liv.co.uk/Content/CPD-Masterclass-Arena-1-2>. Additionally explore Vario – the new way to run, enjoy demonstrations for the perfect cardio product that adapts to your stride (up to 83cm) the longest stride length on the market! Just visit the Technogym stand (H320) for more information!

Section: **Health & Fitness**

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The London 2012 Olympics brings a real opportunity for pools to increase their revenue. Stay ahead of the game by talking to experts from the ASA. Find out how to increase revenue by up to 50% through the new "Swimmer's Journey". Maximise the effectiveness of your learn to swim programmes through the latest developments, including the new ASA Adult Learn to Swim programme. Benefit from free highly skilled teachers and coaches through the ASA's IoS Aquatics apprenticeship programme. Get advice on pool programming, customer service and marketing to transform your pool environment.

Section: **Sport**

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Section: **Leisure Facilities**



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Visit us at stand H5 to find out how you can upgrade your existing indoor rowers to the latest model E's, to find out about adaptive accessories, and to try the SkiErg.

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Amanda Hamilton to offer tips on a healthy life

TV presenter and Power Plate ambassador Amanda Hamilton will be at LIW sharing her tips on juggling a well-balanced diet and regular exercise.

She'll talk specifically about her lifestyle programme to aid weight loss, combining acceleration training workouts on the Power Plate machine with nutritional tips. Learn to help your clients fit exercise and healthy eating into their busy lives. This seminar will dispel the myth that we're too busy for a healthy lifestyle.

Ticketing experts

OmniTicket coming to LIW

Exhibiting at LIW is OmniTicket Network, a system developer, integrator and consultant specialising in comprehensive turnkey solutions for ticketing, access control, reservations, pre-sales, internet sales, retail point of sale and inventory control operations.

OmniTicket Network is the solution of choice for venues of all sizes with a proven track record in the most well known and demanding venues including, Walt Disney World, Universal Studios, Drayton Manor Park, Royal Botanical Gardens Kew and Stonehenge.

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SkillsActive will be promoting various learning resources such as activepassport™ - an online record of an individual's training, volunteering, qualifications and achievements, set to revolutionise the sector.

SkillsActive is the only organisation that endorses fitness courses, allowing training providers to receive Register of Exercise Professionals CPD credits for courses. A SkillsActive endorsement enables you to promote your courses to 30,000 potential new customers in the sector with REPs one-stop training needs web shop.



Energy Management at LIW

Research based energy consultancy, BRE will present 'Energy management: producing an efficient culture' as part of the brand new Energy Management at LIW programme.

Technical Manager, Dr Andy Lewry, will outline a step-by-step approach to energy management providing clear and practical advice from board level to operational staff, on how to implement energy management within an organisation.

This presentation will continue with an explanation of how sources of data such as energy audits, EPCs/DECs and M&T can underpin energy management discussing the difference between asset and operational performance, and how both are needed to adequately describe the performance of the built environment.



The session will offer attendees ideas on how to save on utility bills

Andy will end with an introduction of the new energy management standard ISO 50001, describing how this can contribute to an auditable approach to implementation of an energy management programme. PowerPerformer will also contribute to the Energy Management at LIW programme with a session entitled 'Energy saving like no other'. Both presentations are scheduled for the first day of LIW (20th Sep).

Olympic Games' health and safety advisor to present at LIW

Right Directions has been awarded the contract to deliver the Baseline Health and Safety Management System for all London 2012 Olympic Park venues on behalf of the London Organising Committee of the Olympic Games and Paralympic Games Limited (LOCOG).

In this 45 minute presentation, Joe Ryan, Director of Right Directions, will explain the simplicity of a successful health and safety management system. He will show how a five-step strategy can help your organisation meet regulatory health and safety requirements, and will demonstrate how he has used this process to take companies, such as the Lee Valley Regional Park Authority, from a one to four star British Safety Council award.



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DIARY DATES

06-08 SEP 2011

BASES Annual Conference
University of Essex

The BASES Conference 2011 will put the topic of fatigue under the microscope with a series of keynote lectures delivered by experts in the fields of physiology, biomechanics, nutrition and psychology. Fatigue limits the performance of athletes at all levels and is a debilitating symptom in a variety of clinical conditions. A number of symposia and workshops are also planned that will explore not only the different aspects of fatigue, but will also offer the chance to debate current topics such as transcranial magnetic stimulation, 'green' exercise, paralympic sport and exercise for health.

Tel 0113 8126162
www.bases.org.uk

06 SEP 2011

LPF Late Summer Party 2011
at the offices of Lawrence Graham LLP

This year's Leisure Property Forum summer party is free for members as well as their guests to attend, but it's by invitation only. Invitations were sent out to members earlier this year. If you are not yet a member and would like to attend the event, the please contact the LPF administration team for details about how to join.

Contact Michael Emmerson/LPF admin
Tel +44 (0)1462 471932
Email info@leisurepropertyforum.org
www.leisurepropertyforum.org/subs.cfm

12-17 SEP 2011

Association of Zoos and Aquariums Annual Conference 2011
Zoo Atlanta, US

Regarded as the premier event for zoo and aquarium professionals, AZA's Annual Conference brings together leaders in for six days of networking with peers, exploration of new ideas and best practices, sharing of successful programmes, and learning about new technology, products, and services. There will be a range of speakers, expert-led educational programming, face-to-face meetings with colleagues, more than 120 exhibitors, networking and social events, as well as the ever popular Zoo Day for delegates.

Tel +1 301-562-0777
www.aza.org

12-14 SEP 2011

The Energy Event
NEC, Birmingham

The Energy Event is aimed at all organisations that want to take control of their energy use, comply with legislation and procure energy more intelligently. It brings together all of the major energy suppliers and brokers in the UK under one roof as well as presenting one of the largest seminar programmes of its kind in the UK.

www.theenergyevent.com

12-14 SEP 2011

European Spa & Beyond
Beauty Paris
Porte de Versailles, Paris

The European Spa summit is held alongside an international exhibition – Beyond Beauty Paris – with over 500 exhibitors showcasing the latest products and technologies.

www.beyondbeauty.com

20-22 SEP 2011

Leisure Industry Week
NEC, Birmingham

Leisure Industry Week is the UK's largest and most influential exhibition for the leisure industry, catering for all sectors of out-of-home leisure industry, attracting thousands of industry professionals. Spanning seven sectors, each is designed to highlight the latest trends and innovation available to operators, helping them to attract more customers and to keep them coming back more often. LIW show areas include Health & Fitness and Sport, Pool and Spa, Play & Attractions, Food & Drink, Leisure Facilities, and the Youth Engagement Zone.

www.liw.co.uk

03-04 OCT 2011

Museums Association Conference and Exhibition 2011
The Brighton Centre

The Museum Association's annual conference and exhibition is one of the largest museum and gallery events in the UK. More than 1,300 museum and gallery professionals are expected to attend, coming together to network and to discuss the important issues affecting the sector.

Tel +44 (0)20 7426 6959
www.museumsassociation.org

05-07 OCT 2011

WWA 31st Annual Trade Show
Hilton Riverwalk & New
Orleans Convention Center

The WWA Trade Show is the largest gathering of water leisure professionals in the world. The annual event offers educational opportunities with more than 50 breakout sessions, a trade show with more than 300 booths and networking opportunities during day and evening events.

Tel +1 913 599 0300
www.waterparks.org

11-12 OCT 2011

Energy Solutions
London Olympia

The show is for those in search of education and practical energy management initiatives such as energy monitoring and analysis, the use of energy consultants, managing the purchase of utilities and energy efficient products and services. The event is supported by the Carbon Trust, a leading global organisation providing specialist support to help businesses cut carbon emissions and save energy.

www.energysolutionsexpo.co.uk

13 OCT 2011

VAC 2011
QEII Conference Centre, London

The Annual National Conference of Visitor Attractions (VAC), a national conference organised by the industry for the industry. Visitors can earn about the latest industry opportunities for greater success. The show is for owners, managers or marketers of a visitor attraction, opinion formers, and tourism and heritage professionals.

www.vac2011.co.uk

26-28 OCT 2011

FSB 2011
Cologne Exhibition Centre

This international trade fair and business platform for recreation areas, sports and swimming pool facilities is held every two years. Authorities, operators, planners, construction companies, sport clubs and architects can view products and solutions surrounding games and sports, leisure and relaxation, fitness and wellness.

Tel +49 221 821 2495
www.fsb-cologne.com

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