

AMSTERDAM2012

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EVENT SHOWGUIDE

The RAI Convention Centre, Amsterdam, Netherlands
12-13 December 2012



PanStadiaExpo



SIX INTERNATIONAL CONFERENCES, COMBINED EXHIBITION AND NETWORKING LOUNGE
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WELCOME

AMSTERDAM 2012 EVENT

The International Sports Convention (ISC)

Welcome to the **AMSTERDAM 2012 EVENT** – a high profile sports event comprising 6 conferences combined with an exhibition and modern networking lounges.

The **AMSTERDAM 2012 EVENT** is the cross-over of knowledge, markets, buyers, suppliers, as well as government organisations, professional, municipality clubs and national/international sports governing bodies. Furthermore, the significant attendance from the global sports media and participants from 67 countries adds value from a business and networking perspective with of course SPORT being the connection.

Knowledge sharing is a key goal of the **AMSTERDAM 2012 EVENT** and in this connection I would like to thank all the speakers for their contribution towards achieving this goal.

The International Sports Convention runs every two years with a strong emphasis in ensuring that the content is fresh and innovative. We conduct regular feedback sessions with all areas of the Sports Industry to ensure our delivery is at the cutting edge with learning and/or business benefits for all. Furthermore, we very much appreciate hearing from you as your feedback and suggestions are important and of great value to us in planning future events.

We have commenced planning for the 2014 event when we envisage running simultaneously a minimum of eighteen sports conferences.

Wishing you an enjoyable and informative time here at the RAI Convention Centre.

Nigel Fletcher
Managing Director

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PRACTICAL INFORMATION

CONFERENCES

December 12 and 13, 2012

- International Football Development Expo
- PanStadia Expo
- Turf and Grass Expo

December 12, 2012

- Sports Technology Expo
- Sports Facilities Expo

December 13, 2012

- Playground and Landscape Expo
- Natural Grass Seminar

EXHIBITION

December 12, 2012 - 8.45 am – 7.00 pm

December 13, 2012 - 9.00 am – 5.00 pm

CATERING

For all Conference Delegates and Exhibition Visitors there are catering outlets, Heineken and Lavazza areas where you can purchase food and drinks and (where applicable) use the vouchers you were given. These are also great networking areas.

For all Speakers there is a dedicated lunch area - the Speakers Zone in the Exhibition Hall. Ensure you have your Speaker Pass.

CONFERENCES OVERVIEW

DAY 1 – WEDNESDAY, DECEMBER 12, 2012











10.00 AM – 12.15 PM	9.15 AM – 11.00 AM	9.30 AM – 12.30 PM	9.45 AM – 12.15 PM	9.15 AM – 11.00 AM
KNVB FIFA South Africa Mini Football	Lord Mayor of Amsterdam Charles Botta RASf IMG	FIFA Playing Surfaces Forum Player Perception Azerbaijan FA FIFA Competitions Singapore FA	IRB – Rugby ITF – Tennis INNOSPORT – Swimming R&A – Golf	FIBA Johan Cruyff Foundation Dutch National Olympic Committee

LUNCH NETWORKING AND EXHIBITION

3.00 PM – 5.00 PM	3.00 PM – 5.00 PM	3.00 PM – 5.00 PM	3.00 PM – 5.30 PM	3.00 PM – 5.00 PM
Denmark FA The FA Tromsø FC Southampton FC	Amsterdam Arena Sustainability Brazil 2014	Natural Grass – FIFA Managers Guide Forum – FIFA, FIFPro, AIFF, CAF	FIFA – FIFA TMS Business & Science Cairo Technologies Education – AISTS Technology Awards and The Profit Project	ITF – Tennis KNLTB KNHB FIH

EXHIBITION AND NETWORKING

DAY 2 – THURSDAY, DECEMBER 13, 2012








NATURAL GRASS SEMINAR



9.30 AM – 11.30 AM	9.15 AM – 11.30 AM	9.30 AM – 11.00 AM	9.30 AM – 12.00	9.30 AM – 11.45 AM
Johan Cruyff Ltd. Web & Player Development UEFA Football and Racism	Deputy Mayor of Amsterdam London 2012 Olympics Security – ICSS	IRB RFU	FIFA IOG STRI Community Fields	Japan post-Tsunami Johan Cruyff Foundation Children's Rights Child Friendly Cities

LUNCH NETWORKING AND EXHIBITION

2.30 PM – 5.00 PM	2.30 PM – 4.00 PM	2.30 PM – 4.15 PM	2.30 PM – 4.30 PM
KNVB Ajax Coaches BV and Future of Football	Aviva Stadium Stadia Design Major Events	Synthetic Turf in Africa KPMG FIFA Marketing	Quality Levels Right to Play Landscapes New Sporting Play Solutions

EXHIBITION AND NETWORKING



DAY 1 – WEDNESDAY, DECEMBER 12, 2012

10.00 AM – 10.15 AM:	OPENING CEREMONY Including participation of KNVB General Secretary Harry Been
10.15 AM – 12.15 AM:	MORNING SESSION DEVELOPING THE GAME
10.15 AM – 10.45 AM:	FIFA AND FOOTBALL DEVELOPMENT Raphael Morgulis - Information Manager, FIFA
10.45 AM – 11.15 AM:	COMMON CHARACTERISTICS OF SUCCESSFUL YOUTH DEVELOPMENT PROGRAMMES Gerard Houllier - Global Sport Director Red Bull Soccer, former Liverpool FC, Aston Villa FC Manager and Technical Director of the France Football Federation
11.15 AM – 11.45 AM:	YOUTH DEVELOPMENT AND GRASSROOTS FOOTBALL IN SOUTH AFRICA BEST PRACTICE AND CHALLENGES Chris Fortuin - South Africa Football Specialist, University of Johannesburg
11.45 AM – 12.15 PM:	MINI-FOOTBALL – THE PLAYER DEVELOPMENT BENEFITS Razvan Burleanu - President, European Minifootball Federation
12.15 PM – 3.00 PM:	Lunch, Exhibition Dedicated Time, Networking
3.00 PM – 5.00 PM:	AFTERNOON SESSION BEST PRACTICE
3.00 PM – 3.30 PM:	DEVELOPING GRASSROOTS FOOTBALL IN CLUBS IN DENMARK Steen Jorgensen - Denmark FA
3.30 PM – 4.00 PM:	RAISING STANDARDS IN GRASSROOTS FOOTBALL THE ENGLISH FA CHARTER STANDARD PROGRAMME Andrew Hailwood - National League Development Manager, The Football Association Mick Baikie - National Clubs Services Manager, The Football Association
4.00 PM – 4.30 PM:	DEVELOPING GRASSROOTS FOOTBALL AT PROFESSIONAL FOOTBALL CLUBS IN NORWAY Stig Ove Sandnes - Managing Director, Tromso FC – the most northerly football club in the world
4.30 PM – 5.00 PM:	BRIDGING GRASSROOTS, ACADEMY AND PROFESSIONAL FOOTBALL Les Reed - Executive Director, Southampton Football Club, England
5.00 PM – 7.00 PM:	Exhibition Dedicated Time, Drinks, Networking

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DAY 2 – THURSDAY, DECEMBER 13, 2012

9.30 AM – 12.00 NOON:	MORNING SESSION OFF THE FIELD
9.30 AM – 10.00 AM:	TRAINING TOTAL FOOTBALLERS Todd Beane - Director, Johan Cruyff Football Ltd.
10.00 AM – 10.30 AM:	USING THE WEB TO SUPPORT PLAYER DEVELOPMENT Robin Russell - CEO, Sports Path International
10.30 AM – 11.00 AM:	UEFA PRESENTATION – THE ART OF COACH COMMUNICATION Lesley Little - Managing Director, Sports Technology Services
11.00 AM – 11.30 AM:	SOCIAL INCLUSION IN FOOTBALL. TACKLING RACISM ON AND OFF THE FIELD Piara Power - CEO, FARE Network
11.30 AM – 2.30 PM:	Lunch, exhibition dedicated time, networking
2.30 PM – 4.30 PM:	AFTERNOON SESSION THE DUTCH SYSTEM, METHOD AND APPROACH TO FOOTBALL
2.30 PM – 3.00 PM:	THE DUTCH ACADEMY SYSTEM Piet Hubers - Manager, Technical Department, KNVB
3.00 PM – 3.30 PM:	THE AJAX PHILOSOPHY Ruben Jongkind - Physical Trainer, Ajax Amsterdam Football Club
3.30 PM – 4.00 PM:	FOOTBALL IN THE NETHERLANDS – A GRASSROOTS APPROACH Nico Romeijn - Coach, KNVB Academy Grassroots
4.00 PM – 5.00 PM:	DUTCH PANEL DISCUSSION – HOW WILL FOOTBALL BE LIKE IN 2028? LOOKING IN PARTICULAR AT EDUCATION AND DEVELOPMENT TRENDS. Piet Hubers - Manager, Technical Department, KNVB Gerard Marsman - Director, Coaches BV Ron Jans - Former Coach of FC Groningen, SC Heerenveen and Standard Liege Pieter Huijsman - Coach of De Graafschap and former player of Glasgow Rangers and coach of FC Groningen



DAY 1 – WEDNESDAY, DECEMBER 12, 2012

9.15 AM – 9.30 AM:	WELCOME Lord Mayor of Amsterdam – Eberhard van der Laan
9.30 AM – 10.00 AM:	DEVELOPING STADIA AND VENUE EXPERIENCE THROUGH FIFA COMPETITIONS Charles Botta - FIFA
10.00 AM – 10.30 AM:	MAJOR SPORTS EVENTS IN RUSSIA AND THEIR IMPACT ON ECONOMIC AND SOCIETY DEVELOPMENT Victor Myakonkov - General Director, Russian Association Sports Facilities
10.30 AM – 11.00 AM:	STADIA AS REVENUE GENERATORS – THE IMPORTANCE OF MAXIMISING COMMERCIAL RIGHTS TO NEW FACILITIES WITH A CASE STUDY ON WEMBLEY STADIUM IMG and Wembley Stadium presentation
11.00 AM – 3.00 PM:	Lunch, exhibition dedicated time, networking
3.00 PM – 3.45 PM:	AMSTERDAM CITY VISION ON SUSTAINABLE CITY MARKETING AND AMSTERDAM ARENA ICONIC ROLE Henk Markerink - CEO, Amsterdam Arena
3.45 PM – 4.30 PM:	INNOVATING THE GREEN ECONOMY – STADIUMS BEST PRACTICES Henk van Raan - Facility Director, Amsterdam Arena
4.30 PM – 5.00 PM:	SUSTAINABLE BRAZIL, LEGACY OF THE 2014 WORLD CUP Sander van Stiphout - General Manager, Amsterdam Arena Advisory
5.00 PM – 7.00 PM:	Exhibition Dedicated Time, Drinks, Networking



DAY 2 – THURSDAY, DECEMBER 13, 2012

9.15 AM – 9.45 AM:	WELCOME AMSTERDAM, 100 YEARS OF OLYMPIC FUTURE Deputy Mayor of Amsterdam - Eric van der Burg
9.45 AM – 10.30 AM:	FROM START TO FINISH: DELIVERY OF THE LONDON 2012 OLYMPIC PARK AND WHAT NEXT? Simon Wright - Director of Venues and Infrastructure, Olympic Delivery Authority
10.30 AM – 11.00 AM:	THE LONDON OLYMPICS – SUSTAINABLE STADIA WITH A SPECIAL CASE-STUDY FOCUSING ON THE LONDON 2012 OLYMPICS Andy Simons - Director and Co-Founder, KSS Group Jeremy Fisher - Director, KSS Group
11.00 AM – 11.30 AM:	2012 – WHAT A YEAR! THE IMPORTANCE OF SAFE AND SECURE SPORT Heinz Palme - Director Business Development, International Centre for Sport Security
11.30 AM – 2.30 PM:	Lunch, exhibition dedicated time, networking
2.30 PM – 3.00 PM:	DELIVERING THE UEFA EUROPA CUP FINAL – A BEHIND THE SCENES PRESENTATION ON IMPLEMENTING ALL STADIA AND SECURITY REQUIREMENTS OF THE AVIVA STADIUM IN DUBLIN Martin Murphy - Stadium Director, Aviva Stadium
3.00 PM – 3.30 PM:	THE DISCOVERY OF DESIGN – PROGRAMMING DNA AND BEYOND Mark Williams - Principal, HKSinc Paul Hyett - Senior Vice-President, HKSinc
3.30 PM – 4.00 PM:	MAJOR EVENTS - LASTING BENEFIT OR FINANCIAL HANGOVER? HUNTING THE WHITE ELEPHANTS Rey Reto - Head of Planning, Nussli International

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DAY 1 – WEDNESDAY, DECEMBER 12, 2012

Day 1 of the TURF and GRASS EXPO 2012 Conference Programme is dedicated to FIFA'S Member Associations Playing Surfaces Forum. For the first time ever, FIFA's Member Associations Programme will be public. This will give all TURF and GRASS EXPO 2012 Conference Delegates first-hand knowledge and cutting edge information on FIFA's global strategy on playing surfaces, including latest developments and best practices from some of their 208 Member Associations.

9.30 AM – 10.00 AM:	FIFA PLAYING SURFACES ACTIVITIES: 2012 UPDATE Stuart Larman - Project Manager, Playing Surfaces Programme, FIFA
10.00 AM – 11.00 AM:	FIFA-FIFPRO PLAYER PERCEPTION SURVEY Dr Paul Osei-Owusu - Research Associate, Loughborough University
11.00 AM – 11.30 AM:	CENTRALISED MAINTENANCE SCHEMES: CASE STUDY FROM FIFA MEMBER ASSOCIATION – AZERBAIJAN Elnur Mammadov - Stadium, Infrastructure and IT Director, Azerbaijan FFA
11.30 AM – 12.00 NOON:	PLAYING SURFACE PLANNING FOR A FIFA TOURNAMENT: CASE STUDY FROM FIFA MEMBER ASSOCIATION – COSTA RICA Victor Hugo Alfaro González - Training Fields Coordinator Yolanda Camacho Kortman - Executive Director, Local Organizing Committee for the FIFA U-17 Women's World Cup Costa Rica 2014
12.00 NOON – 12.30 PM:	THE IMPACT OF FOOTBALL TURF ON FOOTBALL IN SINGAPORE Zainudin Nordin - President, Football Association in Singapore
12.30 PM – 3.00 PM:	Lunch, exhibition dedicated time, networking
3.00 PM – 4.00 PM:	NATURAL GRASS GLOBAL RESEARCH OUTCOME: MANAGERS' GUIDE AND FACTS SHEETS Dr Stephen Baker - Head of Soils and Sports Surface Science, Sports Turf Research Institute
4.00 PM – 5.00 PM:	PANEL DISCUSSION: THE ROLE OF PLAYING SURFACES IN DEVELOPING FOOTBALL Stuart Larman - Project Manager, Playing Surfaces Programme FIFA Tijs Tummers - Secretary of the Football Committee, FIFPro Kushal Das - General Secretary, All India Football Federation Khaled Nassar - Head of Youth Competitions, CAF
5.00 PM – 7.00 PM:	Exhibition Dedicated Time, Drinks, Networking

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DAY 2 – THURSDAY, DECEMBER 13, 2012

9.30 AM – 10.00 AM:	ONE TURF PROGRAMME Steve Griffiths - Head of Technical Services, International Rugby Board
10.00 AM – 10.30 AM:	THE CASE OF ARTIFICIAL TURF IN AN ELITE ENVIRONMENT Simon Winman - Head of Funding and Facilities, Rugby Football Union, England
10.30 AM – 11.00 AM:	PITCH PERFECT – 3G FOR BURNAGE RUFC Ted Mitchell - Club Facilities Technical Manager, Rugby Football Union, England
11.00 AM – 2.30 PM:	Lunch, exhibition dedicated time, networking
2.30 PM – 3.00 PM:	HOW SYNTHETIC TURF IS CHANGING FOOTBALL IN AFRICA Chris Fortuin - Lecturer, University of Johannesburg
3.00 PM – 3.30 PM:	A KPMG FINANCIAL REPORT, COMMISSIONED BY ESTO. THE FINANCIAL BENEFITS OF SYNTHETIC TURF Miklos Kózma - Manager in Sports Advisory, KPMG
3.30 PM – 4.15 PM:	FIFA QUALITY CONCEPT FOR FOOTBALL TURF, INCLUDING PROJECT DEVELOPMENT, UPDATE AND LATEST RESEARCHES Nicolas Evans - Manager, FIFA Marketing and Dr Eric Harrison

NATURAL GRASS SEMINAR 2012

DAY 2 – THURSDAY, DECEMBER 13, 2012

9.30 AM – 10.00 AM:	NATURAL GRASS PLAYING SURFACES Stuart Larman - Playing Surfaces Manager, FIFA
10.00 AM – 10.30 AM:	HELPING THE GROUNDSMAN, THE IOG APPROACH, TRAINING AND RAISING THE PROFILE OF GROUNDSMAN Ian Lacy - Head of Professional Services, Institute of Groundsman
10.30 AM – 11.00 AM:	BUSINESS PLANNING AND THE NATURAL TURF STADIUM PITCH; MULTI-USE OPTIONS AND CONSIDERATIONS Ian McClements - Sports Turf Consultant, STRI
11.00 AM – 11.30 AM:	CAN WE DESIGN THE PITCH THAT WITHSTANDS EXTREME CLIMATES? – CASE STUDY FC METALIST UKRAINE Dr Stephen Baker - Head of Soils and Sports Surface Science, STRI
11.30 AM – 12.00 NOON:	COMMUNITY FIELDS – NEW TRENDS FOR CONSTRUCTIONS AND MAINTENANCES David Van Wynsberghe - Agronomist in soil sciences, Expert to DGSG – Division Geotechnics Sport Green and Technical Co-ordinator for TechniGreen.info. and SportGreen.info publications
12.00 NOON – 5.00 PM:	Lunch, exhibition dedicated time, networking



DAY 1 – WEDNESDAY, DECEMBER 12, 2012

9.45 AM – 10.30 AM:	SPORTS TECHNOLOGY APPLIED TO ELITE RUGBY. HOW TECHNOLOGY HAS IMPROVED RUGBY Steve Griffiths - Head of Technical Services, International Rugby Board
10.30 AM – 11.00 AM:	SPORTS TECHNOLOGY AND TENNIS, WITH A FOCUS ON THE HAWK-EYE TECHNOLOGY AND ITS SUCCESSFUL APPLICATION Jamie Capel-Davies - Senior Project Technologist, International Tennis Federation
11.00 AM – 11.30 AM:	THE INNOSPORTLABS, TONGELREEP, NETHERLANDS - THE PLACE FOR INNOVATION IN SWIMMING Sander Ganzelvels - Embedded Scientist, Innosport Lab de Tongelreep, Netherlands
11.30 AM – 12.15 PM:	THE EVOLUTION OF TECHNOLOGY WITHIN GOLF Dr Steve Otto - Director Research and Testing, The R&A
12.15 PM – 3.00 PM:	Lunch, exhibition dedicated time, networking
3.00 PM – 3.30 PM:	TECHNOLOGY AND STRATEGY WITHIN THE FIFA TRANSFER MATCHING SYSTEM Mark Goddard - General Manager, FIFA TMS
3.30 PM – 4.00 PM:	THE DUTCH SPORT INNOVATION SYSTEM, CHALLENGES AND OPPORTUNITIES FOR SPORT, BUSINESS AND SCIENCE Nico Delleman - Research and Development Manager, InnoSport Lab de Tongelreep, Netherlands
4.00 PM – 4.30 PM:	BRIDGING THE GAP BETWEEN INNOVATION AND EDUCATION IN SPORT Dr Claude Stricker - Executive Director, AISTS
4.30 PM – 5.00 PM:	TECHNOLOGY AND FOOTBALL, HOW IT CAN WORK Christian Holzer - CEO, Cairros Technologies
5.00 PM – 5.30 PM:	The innovation and business creation concept in sports and technology for small and medium enterprises. The Profit Project. Award Ceremony for the best innovation Sports Technology and The Profit Project
5.00 PM – 7.00 PM:	Exhibition Dedicated Time, Drinks, Networking

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DAY 1 – WEDNESDAY, DECEMBER 12, 2012

9.15 AM – 10.00 AM:	HOW THE FIBA'S STUDY CENTRE FUNCTIONS? HOW DOES FIBA PROCEED WITH EQUIPMENT HOMOLOGATION? APPROVED BASKETBALL EQUIPMENT NECESSARY IN ORDER TO HOST FIBA COMPETITION Karen Strahl - Study Centre Manager, FIBA
10.00 AM – 10.30 AM:	GLOBAL FACILITIES DEVELOPMENT – THE LINK BETWEEN FACILITIES AND COMMUNITY Ilja van Holsteijn - Manager, Cruyff Courts, Johan Cruyff Foundation
10.30 AM – 11.00 AM:	HOW THE DUTCH NOC SUPPORTS THE DEVELOPMENT OF SPORTS AND SPORTS FACILITIES IN THE NETHERLANDS? Roland Draaijer - Expert Accommodations, Dutch National Olympic Committee
11.00 AM – 3.00 PM:	Lunch, exhibition dedicated time, networking
3.00 PM – 3.30 PM:	DEVELOPING AND CREATING GLOBAL STANDARDS AND GLOBAL STRATEGIES FOR TENNIS FACILITIES Jamie Capel-Davies - Senior Project Technologist, International Tennis Federation
3.30 PM – 4.00 PM:	GROWING AND DEVELOPING TENNIS IN THE NETHERLANDS. HOW INCREASING TENNIS FACILITIES MAKES THE DIFFERENCE Evert-Jan Hulshof - Chief Executive, KNLTB
4.00 PM – 4.30 PM:	HOW GOOD HOCKEY FACILITIES HAVE HELPED THE SPORT AT BOTH COMMUNITY AND PROFESSIONAL LEVEL Johan Wakkie - Chief Executive, KNHB
4.30 PM – 5.00 PM:	DEVELOPING SPORT THROUGH FACILITIES, CHALLENGES FROM AN INTERNATIONAL PERSPECTIVE Norman Hughes - Continental Development Officer, Federation of International Hockey
5.00 PM – 7.00 PM:	Exhibition Dedicated Time, Drinks, Networking

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DAY 2 – THURSDAY, DECEMBER 13, 2012

9.30 AM – 10.15 AM:	PLAYGROUNDS AND JAPAN POST-TSUNAMI. THE IMPORTANCE OF PLAYGROUNDS AND PLAY IN REBUILDING JAPANESE INFRASTRUCTURE Helen Woolley - Reader in Landscape Architecture and Society, University of Sheffield
10.15 AM – 10.45 AM:	CHILDREN'S RIGHT TO SPORT AND RECREATION – OBJECTIVES TO SUPPORT GAMES AND MOVEMENT PROJECTS FOR CHILDREN ALL OVER THE WORLD Ilja van Holsteijn - Manager, Cruyff Courts, Cruyff Foundation
10.45 AM – 11.15 AM:	CHILDREN'S RIGHT TO PLAY AND CHILDREN'S RIGHTS IN LOCAL YOUTH POLICY Froukje Hajer - Independent Consultant
11.15 AM – 11.45 AM:	EUROPEAN CHILD FRIENDLY CITIES Dr Jan Van Gils - President, European Network of Child Friendly Cities
11.45 AM – 2.30 PM:	Lunch, exhibition dedicated time, networking
2.30 PM – 3.00 PM:	HOW A TRADE ASSOCIATION CAN RAISE QUALITY LEVELS OF THE PLAY SECTOR Mark Hardy - Director, Sports and Play Association, UK
3.00 PM – 3.30 PM:	RIGHT TO PLAY PHILOSOPHY AND HOW THE ORGANISATION USES SPORT AND PLAY Karijn Akkerman - National Director, Right to Play
3.30 PM – 4.00 PM:	PLAYGROUNDS OR PLAYFUL LANDSCAPES? Helen Woolley - Reader in Landscape Architecture and Society, University of Sheffield
4.00 PM – 4.30 PM:	NEW SPORTING PLAY SOLUTIONS Ben Admiraal - Marketing Director, Yalp

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for movement

P@ is an international and independent trade journal for public and commercial playground and sports facility construction. We provide information for **communities**, **landscape architects** and **gardeners** as well as **operators of playground** and **sports facilities**.



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D-53125 Bonn
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36 Green Deal partners

Amsterdam ArenA is working alongside 36 Green Deal partners, all of which are investing time, knowledge and money in a green ArenA. Investments should **recoup within 10 years**. Amsterdam ArenA is compiling a business case for every measure, which includes a calculation of the CO₂ savings, investment and yield. The total package of measures should result in an estimated annual CO₂ saving of around 815,000 kilos. By 2015, Amsterdam ArenA will be the 'greenest' stadium in the Netherlands and one of the most sustainable in the world.

ArenA Mobility Portal

The ArenA Mobility Portal allows visitors to Amsterdam ArenA to choose and book the smartest mode of transport online. They are also shown which transport option is best for the environment. Amsterdam ArenA is the first stadium in the world to offer this service.

Energy production

Amsterdam ArenA and its partners aim to generate all the energy they need from sustainable and/or recyclable sources. They are investigating the possibility of adopting their own windmill. In another move, Amsterdam ArenA intends to install solar panels on the roof of the stadium, starting with 800 m².

Sugarcane seating

Amsterdam ArenA is considering replacing the seating in the stadium with seating made from 100% degradable material. The Brazilian Green Deal partner Braskem produces green bioplastic from ethanol, which is derived from sugarcane instead of petroleum. Sugarcane is a renewable raw material.

4-D surface

Amsterdam ArenA is a trial location for 4-D surface development work being carried out by the Sublean Group. This involves building up a surface from four sides with different functionalities. The sides can rotate, so the technology can be put to full use in line with varying requirements and the time of day. For example, it could be used to collect the sun's rays during the day and filter particulate matter from the air at night.

Catering by local suppliers

Wherever possible, Amsterdam ArenA uses local caterers for catering in the stadium. This generates considerable savings in CO₂ emissions.

Renovations to main building

The renovations to the main building represent a huge step towards making Amsterdam ArenA a climate-neutral stadium by 2015. Hyper-modern installation technology will be combined with a new building control system to centralize energy flow control in each separate area. New technology will also reduce the need to heat and cool the buildings.

Connection with district heating and cooling

All heating in Amsterdam ArenA will be supplied via a district heating system, which makes use of residual heat from the Nuon power plant nearby. This gives a 50% drop in CO₂ emissions when compared with the old gas boilers. Nuon extracts cooling water from the Ouderkerkerplas, thus dispensing with the need for compression cooling machines which use large amounts of electricity. This generates a CO₂ reduction of 75%.

Under-soil pitch heating

The temperature of the district heating supplied to Amsterdam ArenA is 80 to 90°C. After it has been used, the water (now cooled down to approximately 50°C) does not flow directly back to the source. Instead, it makes an extra circuit in the winter to heat the pitch, so even the residual heat is put to good use.

Appendix: the 36 Green Deal partners of Amsterdam ArenA:

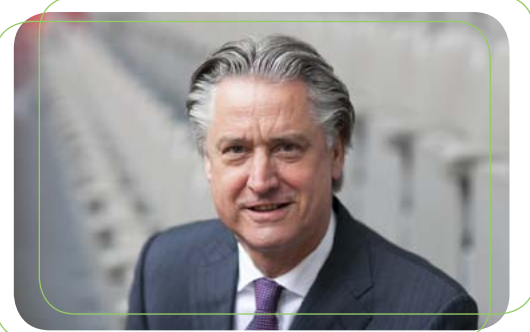
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ArenA Where Champions Meet!

Henk Markerink,
CEO Amsterdam ArenA



"I have a broad definition of sustainability. It involves the three Ps: People, Planet and Profit. To me, Amsterdam ArenA is the perfect example of a totally sustainable stadium."

"If you want to be sustainable, you must know how to survive. Profit is vital. You need a sound financial basis to generate the money you need to keep things running smoothly, and to maintain investment.

The P for people is important too. A stadium does not only attract sporters and supporters; it also draws in musicians and concert-goers. So it connects people. Amsterdam ArenA was partly built using government funding, so we have social obligations. We must create employment, for example, and provide training and education.

The P for planet is all about sustainable sources and recycling. What is your refuse policy? And how do you meet your energy needs? The interaction between the three Ps is vital, and Amsterdam ArenA is a perfect example."

Nightmare scenario

"You see it in our international activities. We are actively involved in designing and operating stadiums in Brazil, China, Russia, Poland and the Ukraine, as well as in

'A white elephant is the nightmare scenario'

Morocco and Qatar. Clients look at us though 'sustainable glasses': they want a sustainable stadium in the broad sense of the word. The white elephant is the real nightmare scenario; a stadium that remains empty after the competition or event has finished."

Thought process

"The real difference is made right at the start of the planning phase, even before you start drawing. Which market are you

aiming for, what do you want to do with the building? What will it cost, what will it generate? This initial thought process is crucial. It forms the basis of the programme of requirements for a stadium, which the architect will then translate into a design. You can't just construct a building and then think: 'Right, let's see what we can organize here to make a profit.'

Solid foundations

"A good stadium needs solid foundations. Both literally and figuratively speaking. Once you've laid the foundations, the building part is fairly simple. It's just a matter of piling up the bricks. The real trick is to work out the concept so that it takes all three Ps into account. Amsterdam ArenA has a lot of experience of this, both here in Amsterdam and in various projects throughout the world. This experience gives rise to some fascinating buildings."

AMSTERDAM
ArenA

Henk van Raan,
Director Facility Management & Sustainability Amsterdam ArenA



"I think that in time, if you are not sustainable, customers will simply say: 'I don't want your products anymore'. Compare it with smoking. It used to be perfectly acceptable to smoke in the office when other people were around. These days, you're an outcast if you light up in a group; at least you are in the Netherlands."

"Sustainability is important. I am firmly convinced that sustainability is set to become the new economy. The Netherlands can make a difference. We have the knowledge and we are highly innovative. Our position on the coast gives us an advantage and our infrastructure is good. If we can pool all these resources, we will create huge opportunities for the business sector."

Front of the field

"We hope that achieving total sustainability in 2015 will take Amsterdam ArenA right to the front of the field. The first step was to set out our vision and mission in a long-term strategy. You can't become sustainable

overnight. Transition is a gradual process. I am convinced that by taking one step at a time and making sure that people can see our successes, we will eventually persuade those around us to follow our lead. We have made agreements with our partners and laid them down in 36 Green Deals."

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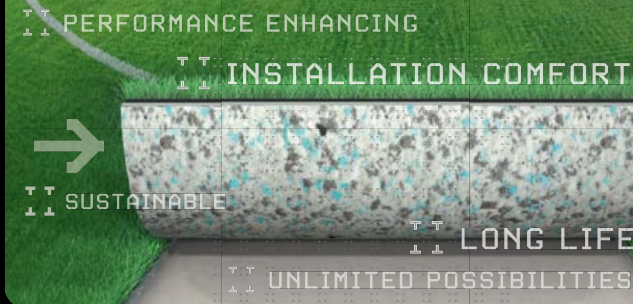
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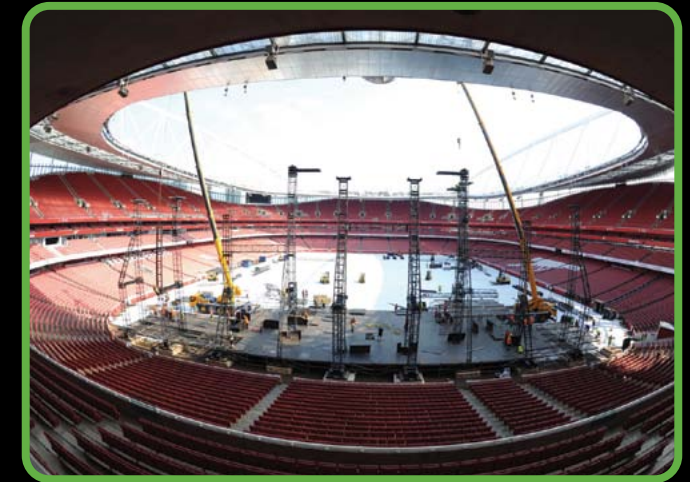
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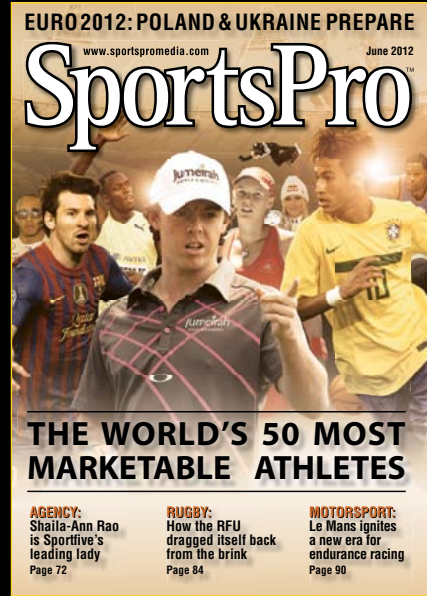
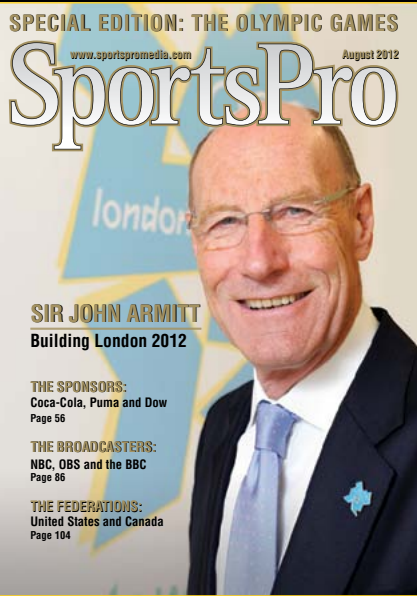
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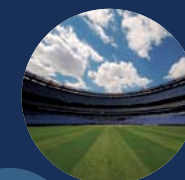
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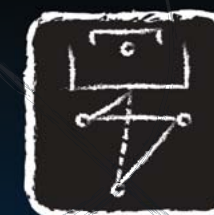
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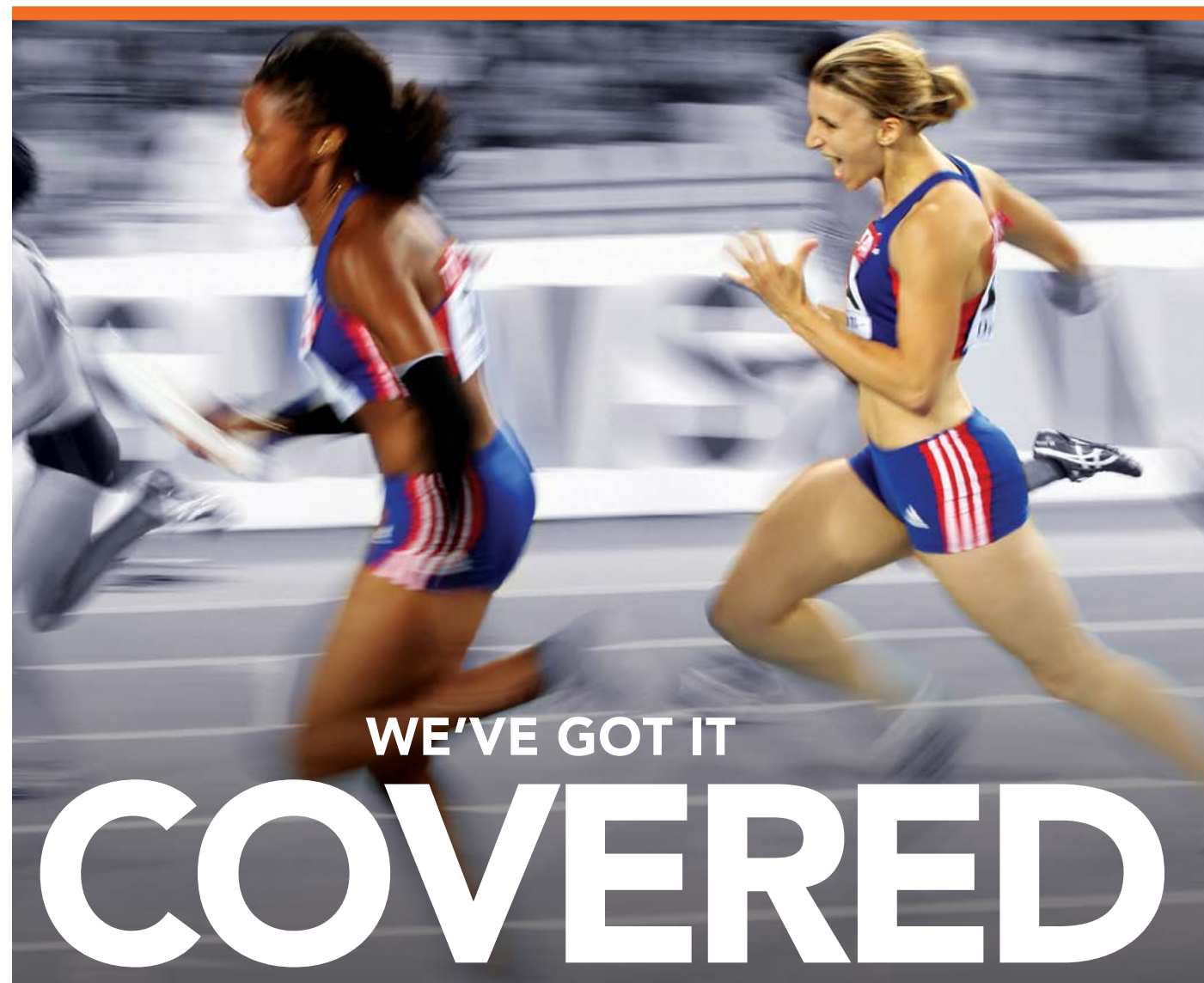
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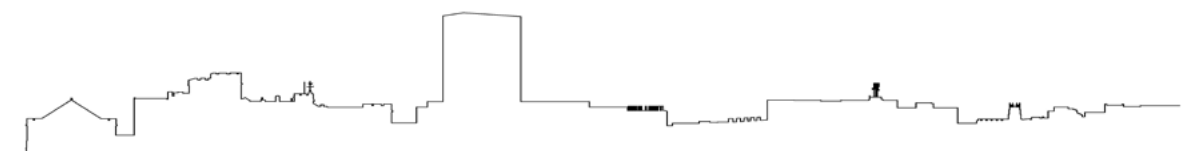
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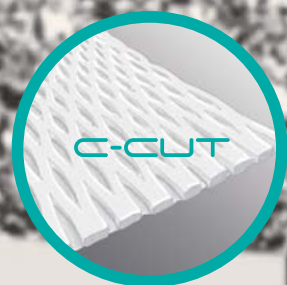
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Ben Admiraal
Director, Yalp

Ben spent 11 years with Aqua+in Goor, rising to a Commercial Director. In 2000 he founded Yalp in Goor. Ben has a doctorate from the faculty of Business Administration of the University of Twente in Enschede, The Netherlands. Since 2003 he has been a member of the Rotary Club and Society Rijssen Goor. Since 2005 he has been a Member of the Board of Trustees of housing Viverion.



Karijn Akkerman
National Director, Right To Play

Karijn Akkerman is the National Director of Right To Play Netherlands (The Hague), the national office of a global organization that uses the transformative power of play to educate and empower children facing adversity. At the Dutch office, Karijn is responsible for raising funds, building awareness for Right To Play International programs and advocating Sport for Development with national governments. Karijn joined Right To Play in June 2011.

Prior to joining Right To Play, Karijn worked as a Program Director at the Female Cancer Program in Leiden. Karijn holds an M.A. in History from Utrecht University. Karijn is married and mother of two daughters.



Mick Baikie
National Clubs Services Manager, The English Football Association

Educated with a BSc(Hons) Sports Science and Administration, and postgraduate Diploma in Management, Mick has been employed at the English FA for nearly nine years. His current responsibilities include overseeing the development and raising standards throughout 30,000 grassroots clubs within England. The FA Charter Standard Club programme is critical to this work ensuring all coaches are qualified and stringent safeguarding policies are in place for young players across grassroots clubs. Figures have doubled over the last 4 years as 80% of all youth football is now played in FA Charter Standard clubs resulting in 45,000 teams having qualified coaches.

Support services for club volunteers are critical and Mick has been responsible for providing free legal and tax support services for clubs together with focusing English FA and sponsorship partner resources to grassroots clubs. These include £250M investment in to capital developments, over £1m in coaching bursaries and £1m worth of kit and equipment over the last 4 years. Mick is currently a business lead on reducing the red tape and the time involved in club administration through the design and implementation of an integrated IT system across the whole of the English FA for season 2013/14.



Dr Stephen W Baker, B.Sc. (Hons.) Ph.D.
Head of Soils and Sports Surface Science, STRI

Dr Baker joined the STRI in 1980. In his 32 years in the sports turf industry, he has co-ordinated research projects for most of the governing bodies of sports in the United Kingdom including the Football Association and Football League, the Rugby Football League and Rugby Union, the England and Wales Cricket Board, the Royal and Ancient Golf Club of St Andrews, the Jockey Club and the British Greyhound Racing Board. He has also received research funding from the United States Golf Association and the Netherlands Golf Federation.

This extensive research programme has led to over 270 scientific, technical and popular publications and the three books on turf construction and management. Stephen has been a member of many committees involved in the sports turf industry and was leader of the UK delegation covering natural turf surfaces for the European Committee for Standardisation. He has been a Director and now Historian of the International Turfgrass Society and a Board member of the European Turfgrass Society. He received the National Turfgrass Foundation Research Award in 2004.

He carries out specialist consultancy and testing work turf, including projects in Saudi Arabia, Barbados, Malaysia, India and the World Cup in South Africa in 2010, the European Championships in Poland/Ukraine 2012.



Todd Beane
International Director, Johan Cruyff Football

Todd Beane is currently the International Director of Johan Cruyff Football and Senior Advisor to the Johan Cruyff Institute for Sport Studies.

Raised in the USA, he attended Dartmouth College as a student athlete, earning a B.A. in English Literature. Upon graduation, he was awarded a Rotary Scholarship to attend the University of Sussex in England where he continued his studies while playing football in Brighton. He concluded his formal studies at Stanford University where he earned a M.A. in Education and a Secondary Teaching Credential.

As an athlete, Todd played NCAA Division I soccer at Dartmouth College before playing professional soccer in the USISL. As a coach he was awarded a US Soccer Federation 'A' license, and coached both collegiately and professionally.

He has served as faculty director of the Native Vision Program at the Johns Hopkins University in the USA and as Director of the Cloud Forest School in Costa Rica.

He has presented at a number of international conferences including the European Association of Sport Management in Belgium, the global sport Forum in Spain, Soccerex in South Africa and the National congress of Education in the Netherlands.



Harry Been
General Secretary, Royal Netherlands Football Association

Harry Been was born in the small rural village of Zweelo in 1949. After secondary school he went to Groningen University to read Social Studies. His main subject was sociology of social welfare. His secondary subject was city planning. His first job was with the City of Nijmegen where he worked on city development. He proceeded to work for the small northerly city of Veendam and moved to Zwolle to eventually become city manager of the one of the largest cities in the east of the country.

In 1989, he was appointed general director of the Royal Netherlands Football Association. During his early years at the FA, a Dutch delegation led by the former FA President Jo van Marle and Harry Been bid for the 1996 European Championships. When the event was allocated to England, the football associations of Belgium and Holland decided to co-host a large event together for the first time. UEFA allocated the event to the Low Countries. Thus, Harry Been became the tournament director of EURO 2000. The overwhelming success of this tournament tempted the Dutch FA to host more international football events and Been used his experience and influence at international level to the best of his abilities. He was knighted in his own country in 2001 for his invaluable contribution to EURO 2000 and he received a similar knighthood in Belgium a year later.

In the meantime FIFA decided to allocate the FIFA World Youth Championship 2005 to The Netherlands. Once again, Been became tournament director and with the event running so smoothly, the Dutch FA hungered for more. In 2007 the Dutch FA - with Harry Been at the helm as tournament director yet again - was given the chance to organize the UEFA European Under-21 Championship. Players, fans and media alike enjoyed a festive event in front of capacity crowds. Inspired by praising remarks from FIFA President Joseph S. Blatter back in 2005 The Belgian and Dutch FA investigated the possibility of hosting the FIFA World Cup in 2018. Unfortunately the combined efforts did not render the desired result in December 2010.

Harry Been has been a member of the UEFA committee for the European Championship since 1990 and has been a member of the FIFA Organizing Committee of the Under 20 World Championship. He has also been a highly respected member of the match delegate panel of both FIFA and UEFA for the last twenty years.



Charles Botta
CEO, Botta Management Group International Ltd.

Botta Management Group International Ltd., founded by Charles R. Botta in 1989, specialises in the project management of complex and large scale construction projects. The company ensures on-site cost control, schedule management and build quality, and has a strong focus on sports facilities for global events, such as the FIFA World Cup™ and the Olympic Games. Ongoing projects include the Central Olympic Stadium and the Bolshoi Ice Palace for the 2014 Winter Olympic Games in Sochi, Russia. Following similar work for the 2010 FIFA World Cup™ in South Africa, Botta Management is currently acting as a monitoring and advisory company to FIFA for the 2014 FIFA World Cup in Brazil and the construction of the World Cup stadiums.

Following an apprenticeship as an architectural draftsman, Charles Botta obtained a diploma at the Institute of Constructional Engineering in Zurich. He furthered his education with a number of courses in strategic management, leadership and languages. His previous projects also include the construction management of administration buildings for international sports federations, such as UEFA and FIFA. Specifically, Botta Management acted as FIFA's representatives with regard to the "Home of FIFA", the federation's new headquarters in Zurich. The company's management of this project was critically acclaimed when it was distinguished with the 2008 Project Management Excellence Award.

In addition to these activities, over the last two decades Botta Management has also acquired a reputation as a proven turnaround expert and manager (both temporary and long-term) of major real-estate projects in Europe and North America. Other areas of company expertise include the provision of market studies, feasibility studies, profitability assessments and assessment of financial options.



Eric van der Burg
Vice Mayor, Amsterdam

Eric van der Burg has been Vice Mayor of the city of Amsterdam since May 2010. He is responsible for Health and Welfare, Sports and Recreation, Airport, Services, Personnel and Organisation.

Van der Burg was born and (for the greater part) raised in Amsterdam. He became politically active at the age of 17 and is a member of the Dutch People's Party for Freedom and Democracy (VVD). He studied notary and law at the University of Amsterdam (VU, not completed). During and after his study, for almost 14 years, he was politically active in the Amsterdam district of Zuidoost, (Southeast) is home to approximately 80,000 residents. Van der Burg was a member of the district's Council and from 1992 till 1997 he was the alderman of Welfare and Sports in this district. In 2001 he became a member of the Amsterdam City Council. In 2009 he was chosen leader of his political party (VVD) and after the elections in early 2010, he became Vice Mayor.

Until May 2010 Van der Burg combined his political career with his work as a director of several homes for the elderly in Amsterdam.



Razvan Burleanu
President, European Minifootball Federation

Razvan Burleanu is one of the promoters of minifootball in Europe. He has proven his capacity to organize minifootball at the national level. For the past five years he has been leading the Romanian Minifootball Federation and transformed minifootball into the most important grassroots sport in Romania. In March 2012, he was elected to be the first President of the European Minifootball Federation. He is focused on promoting minifootball as a tool for health-enhancing physical activity, self development, education for equal opportunities, training, social inclusion and integration through sport and combating discrimination in sport. The most important dimension of minifootball in Europe is the reintegration of professional athletes into the labour market at the end of their sporting careers, as a means to contribute to the positive development of society.

Razvan is a former professional football player and has a strong experience and background in sports and politics at national and European level. He graduated in Political Science, he also holds a Master Degree in International Relations and Economics and is now a PhD fellow in Organizational Management. He is also a trainer for different organizations in Europe. He was awarded the national order of "Faithful Service" in rank of Knight by the President of Romania.



Jamie Capel-Davies
Senior Project Technologist, International Tennis Federation (ITF)

Mr Capel-Davies is the Manager of the Science & Technical Department of the International Tennis Federation. He joined the world governing body of tennis in 2002, having graduated from the University of Nottingham with a MEng degree in Mechanical Design, Materials and Manufacture. He develops and manages the research and testing programmes of the ITF Technical Centre, which is responsible for protecting the nature of tennis and encouraging innovation in the sport.

He has worked on the introduction of automated line-calling into tennis, the addition of durability testing to tennis ball approval, the development of court pace rating, the publication of the ITF Guide to Test Methods for Tennis Court Surfaces, and most recently the launch of ITF Recognition of tennis courts.



Garth Crooks OBE
Broadcaster

Garth has spent his entire adult life immersed in football and the politics of sport. Born in the Potteries he developed a love for the game and went on to play for his local team Stoke City in 1978. Garth moved to Tottenham Hotspur for a record fee in 1980 and soon established himself in what is still regarded as one of Tottenham's most attractive teams. During his time at White Hart Lane he won the FA Cup in '81 and '82 followed by the UEFA cup in '84. He went on to play for Manchester United, West Bromwich Albion and Charlton Athletic.

In 1990 he retired from the game through injury having scored over 200 goals and in '93 became a full time contributor to the BBC sports department working as a presenter, analyst, and reporter for its flagship programmes Match of the Day, Football Focus and Grandstand.

Garth is currently one of the regular panellists on the BBC's live interactive football result service 'Final Score'. He has covered two Olympic Games (Atlanta '96 and Sydney 2000) four World Cup Finals and European Championships and the FIFA World Club Championships. He presented the BBC 2 coverage of the African Nations Cup in 2000 and 2004 followed by eight years as the BBC's England National Team Football reporter.

Garth has spent a considerable amount of time involved in issues surrounding Social Inclusion, Equity and Diversity. Garth has addressed the European Parliament, European Commission and UEFA on anti racial discrimination policies in football.

A member of the Professional Footballers Association Executive for eight years, he was appointed Chairman in 1988. Garth was invited by HRH Prince Philip to chair the Institute of Professional Sport in 1990, a position he held for thirteen years.

Appointed by the Secretary of State in '95 to the English Sports Council, Garth served two terms before stepping down in 2003. He has also served as a member of the Foreign and Commonwealth Office Caribbean Board from 2003-2004.

Garth chaired the Football Foundation Grass Roots Advisory Panel (2000-5) and a budget of £65m per annum; a charity set up by Government in partnership with the Football Association and The Premier League, to fund grass roots football

In 1999 he received the OBE in the Queen's Birthday Honours List. He was recently reappointed Special Advisor to the Equality Human Rights Commission (EHRC) and regularly advises football's European governing body UEFA on equality issues.



Diarmuid Crowley
Senior Vice President, IMG

Diarmuid manages IMG's Stadium Division and has over 10 years of experience working with football clubs and federations worldwide, to maximise the value of their stadium commercial rights including naming rights, stadium sponsorship rights and corporate box and premium seating revenues.

IMG's stadium activities include projects in twelve countries across Europe and Asia. The Stadium Division's largest project is Wembley Stadium where the company acts as exclusive sales agent to The FA and Wembley Stadium. IMG's Wembley team raised over \$1 billion through the sale of Corporate Boxes and VIP seats, the highest corporate hospitality revenues of any stadium worldwide.

Other recent projects include The Turk Telekom Arena in Istanbul and IMG is now working with a number of Russian clients including The Luzhniki Stadium, Spartak Moscow and Zenit St Petersburg in preparation for the World Cup in 2018.

Prior to joining IMG, Diarmuid completed an MBA at INSEAD in France. Diarmuid qualified as a Chartered Accountant with KPMG, having completed a business degree in Ireland.



Kushal Das
General Secretary, All India Football Federation

A Chartered Accountant by profession, Mr. Kushal Das spent his initial years with various international companies like Pwc, Glaxo & Shell. In 1996, he took up the position of CFO with IMG, a global leader in sports marketing and TV production when they made an entry into India. After working for 12 years with IMG, which included strategic planning regarding the set up in India and extensive involvement in key properties in football, tennis, cricket and fashion, he took up the position of CFO with International Cricket Council (ICC) in 2008.

Mr. Das was with ICC for two years before returning back to India and taking up the position of General Secretary of All India Football Federation (AIFF) since November 2010. His focus since he joined the AIFF has been grass roots and youth development and to professionalize and to improve operational aspects. Developing infrastructure is also a key focus.



Nico Delleman
Research and Development Programme Manager, InnoSport

Nico trained as a movement scientist and PhD in the field of motion analysis at the Free University Amsterdam. Part of his training took place at Pennsylvania State University. He then spent two years at the University of Leiden and twenty years at TNO. He was also professor in the field of human simulation and virtual reality at the Université Paris Descartes. In his TNO period he was involved in the sport through innovation as "Training of the Future" on the use of advanced positioning in football, athletics track and long track, the "First Congress of Sports and Technology" and the formation of InnoSportNL. Since 2006 Nico has been working as R&D program manager performance monitoring and sports information and talent at InnoSport.



Roland Draaijer
Project Manager Accomodations, Dutch Olympic Committee

Mr. Roland Draaijer is Project Manager Accommodations at the Dutch Olympic Committee (NOC*NSF), his background is in urban planning. Consulting local authorities for about 18 years and working on modern approaches to urban planning, such as new spatial planning and municipal initiatives, has been a really good experience for him.

By means of project management and development of knowledge he now will make NOC*NSF's vision on sports accommodations in the Netherlands clearly recognizable. Multifunctional sports accommodations that meet the local needs are more and more of crucial importance in relation to promoting the number of athletes in the Netherlands. Draaijer is convinced of the significance of multifunctional sports accommodations.

As accommodation expert, Roland Draaijer is consultant and discussion partner of the experts and boards of sports organizations, local authorities and other stakeholders. Furthermore Roland Draaijer co-ordinates NOC*NSF's formal normalizing role on behalf of the quality of sports accommodations.

**Nicolas Evans****Manager FIFA Quality Programme, FIFA**

Nicolas Evans has been involved in the FIFA Quality Programme for Football Turf for 3 years and is currently in charge of this project. His main focus is the management of the technical aspects and further development of the FIFA standard, as well as all the research relating to football turf.

He has previous experience in sports media and academic research on sport in economics and political science.

**Jeremy Fisher****Director, KSS Group**

Jeremy is a founder member of KSS, becoming an Associate of the practice in 1993 and a Director in 2000. He has experience on a broad range of commercial and sports related projects with specific responsibilities for master planning, concept and detailed design. His experience in high profile sports projects has led to his involvement in our specialist consultancy work, including planning inquiry reporting, due diligence and technical audit. He leads his team by example, and brings an intuitive design approach to all of his projects. Within the practice he is jointly responsible for technical standards, quality assurance and CDM 2007 management.

**Nigel Fletcher****Managing Director of Sports Development Marketing**

Nigel is Managing Director of Sports Development Marketing (SDM). SDM business incorporates events, conferences and networking events within the Sports Industry. This includes, among others, the AMSTERDAM 2012 EVENT, UNITEDCITY GLOBAL SPORTS SUMMIT 2013 and SCORE with INDIA.

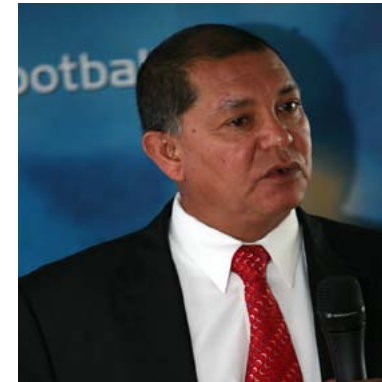
Nigel is also Executive Chairman for The European Synthetic Turf Organisation (ESTO), he is placing much emphasis on creating end-user awareness of synthetic turf and its benefits, ensuring public authorities and professional clubs when choosing synthetic turf make the right decisions. Also he is focussed on increasing the knowledge and education of synthetic turf to decision makers at all levels.

Previously, between 2005-2010, Nigel worked in both the marketing and Development/Member Associations divisions at FIFA. He led a major change programme at FIFA focussing and positioning artificial turf on the development, research and consumer needs of players, Football Associations and clubs globally.

Furthermore, he was advising the South Africa 2010 Organising Committee on the biggest football development programme in South Africa and the potential of a sustainable legacy.

Before his FIFA experience, Nigel was Marketing Director of the English Sports Association of Learning Difficulties, was seconded to The Football Association and was a founder and owner of British Premier Soccer Schools, then a leading provider of soccer camps in the UK.

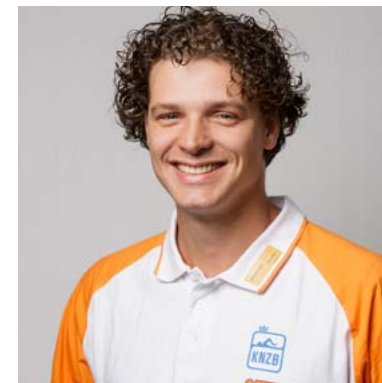
Nigel's qualifications includes the following degrees: MBA (Football Industries) from the University of Liverpool, MSc in Sports Management and The Business of Football from Birkbeck College, University of London, PGCE from Oriel College – Oxford University and BA (Hons) from Loughbrough University. Nigel also holds the UEFA B Coaching License qualification.

**Chris Fortuin****Lecturer, University of Johannesburg, South Africa**

Chris has been lecturing at the University of Johannesburg since 1998. Chris is also an executive member of the South African Football Players Union as well as an executive member of the FIFPro Division Africa.

Having graduated from the University of Johannesburg with a Master's Degree in Sport Management, his research areas are in football, with a focus on football development as well as youth football development. He has assisted FIFA extensively in the research and implementation of football turf on the continent of Africa by assisting National African Football Federations in the optimal usage of the football turfs. He has been instrumental in the "Win in Africa with Africa" FIFA project.

Chris is presently part of a dynamic research group, Centre for Interdisciplinary Sport and Research (CISaR), that is looking at youth football development in South Africa from a sport science and sport management perspective. As an ex-professional player in South Africa he has contributed to development of football in South Africa from many different perspectives.

**Sander Ganzevles****Scientist, InnoSportLab de Tongelreep**

Sander has been working as a Scientist at InnoSportLab de Tongelreep Eindhoven since 2010. Before that he was a professional swimmer from 2001 to 2004, competing at the 2003 World Long Course Championships. From 2008 until 2012, he worked at ASP.NET Developer. He graduated with an MSc from the faculty of Human Movement Sciences, VU University Amsterdam in 2007.

**Dr. Jan Van Gils****President, European Network of Child Friendly Cities**

At 15 years old Jan was involved as a volunteer in a play scheme and discovered the importance of children's play. 40 years later Jan is still involved in the same domain. Jan followed and studied in this area for some time and received a PhD. From there he started a Research Centre "Childhood and Society" and became more and more active on the international level.

He held the Presidency of IPA (International Play Association, promoting the Child's Right to Play). Furthermore, he also held roles as founder and President of ECFCN (European Child Friendly Cities Network) and President of ICCP (International Council for Children's Play) since 2005.

**Mark Goddard**
General Manager, FIFA TMS

Mark Goddard is General Manager of FIFA Transfer Matching System GmbH (TMS) and is currently leading its global strategy and operations. A manager in the sports sector, he has developed a focus in global events since 2000 and has led projects at the Sydney Olympics (2000), two FIFA World Cups (2002 and 2006), in addition to more than 12 FIFA competitions.

Extensive international experience has been highlighted by extended stays in London, Sydney and Zurich. He holds a double degree in Arts (Political Science/History) and Business (PR/Marketing and Management) from Curtin University of Technology (Western Australia).

**Victor Hugo Alfaro González**
Training Fields Coordinator, Local Organizing Committee for the FIFA U-17 Women's World Cup Costa Rica 2014

Mr. Alfaro González began his career in the areas of food processing and marketing, and is a successful businessman. He has also lent his abilities to the development of football in Costa Rica, beginning with administrative positions regionally and advancing to hold executive titles in both the men's and women's national organizations.

Victor has aligned with FIFA, studying extensively in the areas of development and organization of sports on an international level. Currently, he is active in the development and promotion of women's football as president of the national association for women's football, and is working at the Local Organizing Committee for the FIFA U-17 Women's World Cup Costa Rica 2014 as Training Fields Coordinator.

**Steve Griffiths**
Head of Technical Services, International Rugby Board (IRB)

Steve Griffiths has been Head of Technical Services at the IRB since 2008. He is responsible for the laws of the game, game analysis, medical, anti-doping, training and education, players' clothing and artificial turf.

Prior to this, he was the Strategy Development Manager during a period of strategic change at the IRB. Between 1997 and 2005 he was the Referee Manager responsible for establishing the worldwide merit based selection process, managing referees at IRB tournaments and producing development processes. This was preceded by four years at the Rugby Football Union in England where he was the first National Referee Development Officer. Having graduated from Dundee University, Steve worked in industrial relations, human resource management and latterly as a consultant in creating management development programmes for a variety of clients in different sectors.

**Andrew Hailwood**
National League Development Manager, The Football Association

Following his graduation from Sheffield University in 1989, Andrew has spent his entire career working in sport. During the 1990's, Andrew worked for 3 different public sector sport and leisure providers: Hampshire County Council, Cannock Chase District Council and Harrogate Borough Council, managing sports facilities, sports development teams and funding applications.

In 2001 he joined the Football Association as a Regional Facility Manager focussing on the development of bids to the newly established Football Foundation, before moving to become Regional Development Manager for the NE in 2004.

In 2009 Andrew took on the newly created role of National League Development Manager for the Football Association. The remit for this role is to develop and lead programmes that enhance the performance and delivery of the 1100 leagues that provide the competitive football structure in England from grassroots through to the National Football Conference. Charter Standard Leagues is the FA's key programme for league development. Andrew is also secretary of his local junior football club, where he currently coaches the u16's.

**Froukje Hajer**
Independent Consultant

Froukje Hajer has worked for 30 years in the field of non-formal education and leisure time and the right of children to play. Subjects of interest to Froukje are play and youth work, extended school-day programmes, community schools, public space and a child-friendly environment, initiating many national and local projects. Froukje is the author of many articles and publications on these topics and has developed vocational training courses in the field of play work and non-formal learning.

She initiated advocacy work related to children's right to play and the child-friendly cities network in the Netherlands. Froukje has worked extensively in community based organisations, as a childworker (playworker) and as a youth work consultant, at both regional and national level. She is currently an independent consultant on youth policy and children's rights related to "playing and environment" and a member of the Steering Committee of the European Network Child-friendly Cities.

**Mark Hardy**
Executive Vice President, Playpower

Mark is an Executive Vice President at global play and recreation company, Playpower. Mark also serves as a Director of FEPI (Federation of European Play Industry) and of FSPA (Federation of Sports and Play Associations). Mark came to the Play and Recreation business in 2007 after a varied career in technology and general business management across Europe. He is a passionate believer that play in all forms is instinctive and vital to our development as human beings.

**Eric Harrison**
Consultant to FIFA and IRB

Dr. Eric Harrison is consultant to both FIFA and The International Rugby board in the area of artificial turf surfaces. He drafted the FIFA Quality Concept for Artificial Turf and has ever since worked towards its continuing development. Furthermore consults for FIFA through the GOAL and WIN programmes supervising the installation of both natural and artificial turf pitches around the globe. This necessitates vetting tenders and supervising the construction of Artificial Turf and Natural Turf training and stadium facilities for National Football Associations around the globe. Recently he has also published a performance standard for synthetic grass for the International Rugby Board and acted as consultant on Artificial Grass Surfaces to the International Rugby Board.

Previously was elected chairman of the British Standard committee PRI/57 for Sports Surfaces, Convener of CEN TC 217 Working Group 2 and Chairman of CEN TC217. These committees were responsible for drafting the European Standards for sports surfaces including synthetic turf sports surfaces, natural turf and unbound mineral surfaces. Between 1993-1999 he was the Group Technical Director for the ETC Holdings Group, the then largest sports surfacing company in the world.

He holds a B.Sc from Liverpool University in Macromolecular Science and a Ph.D. from Loughborough University, UK.

**Ilja van Holsteijn**
Manager Cruyff Courts, Johan Cruyff Foundation

Mr van Holsteijn started working for the Cruyff Foundation as Account Manager for Cruyff Courts in 2007. In 2009 he completed his Masters in Sport Management at the Cruyff Institute for Sport Studies and in 2011 he became responsible for the Cruyff Courts at the Cruyff Foundation.

After a Masters in Social and Organisational Psychology at Leiden University and a short period of working in IT training, Ilja started working with troubled young people, helping them to find their position in society.

He has always had a passion for sports and as an active amateur football and volleyball player he recognizes the power of sports as a goal, but also as a means and with that the importance for kids and youngsters to have the opportunity to be able play in a safe environment, close to home.

Ilja believes that by introducing mini-pitches in neighbourhoods throughout the world, we create safe places for youth to play sports, we get children and youngsters more active and create a great stage for local organizations to carry out their (sport) programmes.

**Christian Holzer**
Executive Board Member, IMPIRE AG

Christian Holzer joined IMPIRE AG in 2003 and Cairos Technologies in 2001. He has an established background in football and technology and has developed the companies over the last decade.

After finishing his professional football career, he began his business career at SIMI GmbH. He successfully developed and marketed the in-game video based tracking system VIS. TRACK that is currently used for all Bundesliga and Bundesliga 2 matches in Germany. For professional performance analysis purposes, Christian and his team developed and produced the VIS.TRACK GPS System and the beMeister System that is deployed in the amateur market space. Christian was honored with the "Innovationspreis der Deutschen Wirtschaft" prize in 2006.

**Gerard Houllier**
Head of Global Soccer

Gerard Houllier's vast experience allows him to provide an insight into young player development and the demands of top level football. Born in Therouanne, France, Gerard played for Le Tourquet from 1973 and went on to become Youth Coach for Arras. Prior to becoming a professional coach, Gerard went to Lille University taking a degree in English. In 1969 he chose to spend a year in Liverpool as an Assistant teacher at Alsop Comprehensive School.

He was head coach and manager for Noeux Les Mines (youth and seniors) from 1976-1982, winning promotion from Division 3 to Division 2 and also taking them to a number of youth titles. He became manager of Lens in 1982, earning the French side a UEFA Cup qualification. He was tempted to the French capital when he was appointed manager of Paris St Germain in 1985 and led them to the French title one year later.

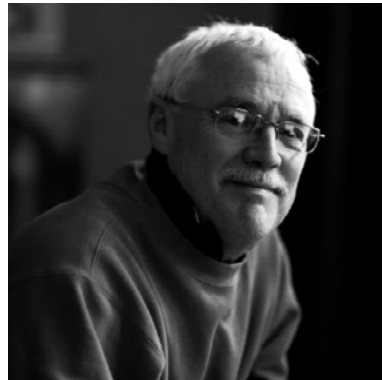
Gerard was National Technical Director for the French Football Association from 1988 to 1998, overseeing the development of the French academy system. This period coincided with the golden age for French football, as the country won the FIFA World Cup in 1998. Gerard also managed the French U-18 side that won the European U-18 Championship in 1996. Gerard was Manager of Liverpool FC between 1998 and 2004 winning the UEFA Cup, FA Cup, FA Community Shield, European Super Cup and the Football League Cup (twice) during this period.

He then returned to France taking over at Olympique Lyonnais in 2005 where he won two French League titles and two Trophée des Champions. Gerard had another spell as Technical Director for the French FA before taking on the role of Manager at Aston Villa FC from 2010-2011. In June 2012, he was named as Global Sport Director of Red Bull Soccer. Gerard is renowned for his enthusiasm for the game and his willingness to help its development at all levels, serving on the FIFA Technical Committee and the JIRA and UEFA Technical Committees. He has been awarded both the OBE and Légion d'Honneur for his services to English and French football respectively.

**Piet Hubers**
Manager, Technical Department, KNVB

Piet was a professional footballer with N.E.C Nijmegen between 1981 and 1984. From 1984 until 1996 he was KNVB District Coach in Nijmegen. From 1996 he has been with the KNVB as Manager for Technical Affairs. He is also a member of the UEFA Grassroots Panel.

His education includes Sports Institute/Sittard (1981), Sports Management at the University of Groningen (1995) and Management Professional Football at KNVB Academy (1999).

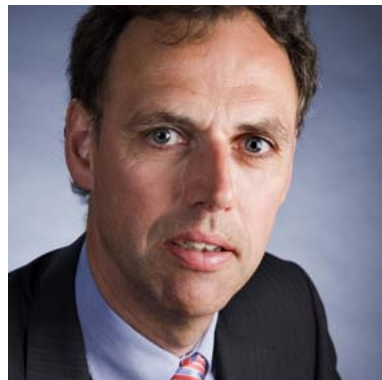
**Norman Hughes****Continental Development Officer, European Hockey Federation**

Norman Hughes graduated from Leeds University in 1974 (BA Hons in International Business and Marketing). He worked as Sales and Marketing Manager (cricket and hockey products) for Dunlop Slazenger International from 1986-1998. In 1998 he joined England Hockey as Regional Hockey Development Manager. In 2002 he joined the European Hockey Federation as their Continental Development Officer. In this part time role, Norman supports developing nations across Europe with youth, facility, coach and umpire development.

Norman played his first senior hockey international match in 1977 and went on to become the first Englishman to reach 100 caps. In total, he played 139 international matches for England and GB and won the bronze medal at the 1984 Los Angeles Olympics. Norman coached England at World Cups and European Cups winning bronze in Paris in 1991. He coached GB men's hockey team to 6th place at the 1992 Barcelona Olympics. Norman's passions include coaching young players to be the best that they can be, developing his club into a major family club in the UK and helping and supporting people who are passionate about hockey.

**Pieter Huistra****Coach, De Graafschap Football Club**

Pieter has held many trainer and coach positions both nationally and abroad. His previous coaching roles have been with Holland U17 National Team, Hong Kong National Team (assistant coach), FC Groningen (coach – youth academy), Vitesse (assistant coach), AFC Ajax (assistant coach) and FC Groningen. Currently Pieter is trainer of the De Graafschap Football Club.

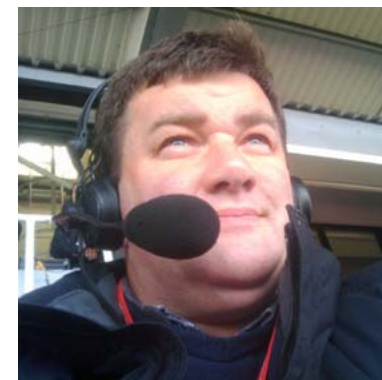
**Evert-Jan Hulshof****Chief Executive, KNLTB**

Since 1998, Evert-Jan has been CEO of the Royal Netherlands Lawn Tennis Association (KNLTB), which as an organisation has 130 employees and over 1000 volunteers. Evert-Jan is a graduate in tax law, marketing and management from the University of Groningen.

**Paul Hyett****Senior Vice President, HKS inc.**

Paul has worked on a long list of high profile architectural and urban regeneration projects since graduating from the Architectural Association in 1978. These range from new build developments in London's Docklands, to planning studies for the World Health Organisation in Kazakhstan; from laboratories for the Building Research Establishment to Liverpool Football Club's new stadium and from the restoration of the Old Bailey to a major high rise residential scheme in India. He also acted for the Medical Foundation for Care of Victims of Torture on their recently completed treatment centre.

A specialist in construction litigation and forensic investigation, Paul has written and taught widely in the fields of architecture, healthcare, practice management and sustainable design. Amongst a wide range of public offices held, Paul was a President of the Royal Institute of British Architects from 2001 to 2003 and Vice President of the Architectural Association from 1997 to 1999. He chaired the Carbon Trusts Research programme between 2004 and 2008. He has also acted as a member of the NHS Design Review Panel and as a member of the Exemplar Schools Steering Group.

**Andrew James****Broadcaster**

Andrew has been hosting sports conferences and awards ceremonies for over twenty years, working with The FA, Sport England, ISPAL, Loughborough University and numerous local authorities. He is also a distinguished sports broadcaster and presenter with the BBC and UEFA. Over a career spanning more than thirty years, Andrew has commentated on Match of the Day, reported on more than 500 games for flagship BBC Sport programmes like Grandstand and Final Score, reported from the Commonwealth Games of 1998 in Malaysia and for the last six years, he has been engaged by UEFA.com to provide match commentaries on matches in both the Champions League and Europa League.

Andrew has developed an interest in Disability Sport producing films for Paralympic Swimmers, CP footballers at a tournament in the Ukraine (2008) and the World Cup of powered wheelchair football in Japan (2007).

His business Bridgfordian Ltd. delivered the three most successful FA Women's Cup Finals in terms of attendance figures, with crowds of over 20,000 at venues in Nottingham and Derby between 2007 and 2009.

He also lectures in Broadcasting and Journalism at Nottingham Trent University. Andrew has three children and lives with his partner Pamela in Derbyshire.

**Ron Jans****Coach, Standard Luik FC**

Ron has significant player and coach experience with football clubs such as SV Zwolle, PEC Zwolle, FC Groningen, RODA JC, Mazda Hiroshima and BV Veendam.

Previous trainer/coach positions have been with FC Groningen (2002-2010), SC Heerenveen (2010-2012) and now currently, Standard Luik.

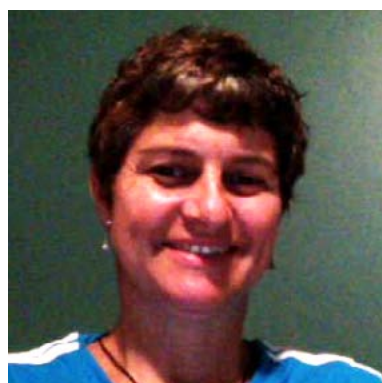
**Ruben Jongkind****Physical Trainer, Ajax Amsterdam FC**

Ruben has worked at AFC Ajax since 2008 as an individual physical trainer and together with Wim Jonk he has developed an individual way of training. Since 2011, he has been the co-writer of Plan Cruyff. His job is to implement the whole plan in "New Ajax". Alongside this, Jongkind is trainer of ex- European Champion 800m runner Bram Som. He also has a background in business science. Together with Cruyff Football, his company Aprendo is involved in all kinds of football projects worldwide.

**Steen Jorgensen****Head of Grassroots Department, DBU**

Steen has been working with the Denmark Football Association (DBU) since 2001, first as grassroots manager in DBU Children & Youth (2001-2004) and then Head of Department from 2004. In 2012 he was made Head of Grassroots Department.

He has a Masters degree in Organisation and Management from Copenhagen Business School (2000-2004) and holds the UEFA B-License. Steen has been an active football player for 30 years and in his spare time is a children's grassroots football coach and Chairman of Bagsvaerd BK since 2006.

**Yolanda Camacho Kortman****Executive Director, Local Organizing Committee for the FIFA U-17 Women's World Cup Costa Rica 2014**

Mrs. Camacho Kortman currently holds the position of Executive Director of the Local Organizing Committee for the FIFA U-17 Women's World Cup Costa Rica 2014. She holds a Doctorate of Chiropractic degree, with a concentration in therapeutic and sports medicine, and maintains a successful private practice in Costa Rica. She has held teaching, chiropractic and executive positions within the University of Costa Rica, Costa Rica Football Association, and as FIFA standing committee member (Committee for women's football and FIFA Women's World Cup). As FIFA match commissioner and general coordinator, Mrs. Camacho Kortman has participated in numerous international competitions and World Cups.

**Miklós Kozma****Manager, KPMG Sports Advisory**

Mr Kozma is currently Manager for KPMG Sports Advisory based in Budapest, Hungary. His experience in sports business advisory includes business planning and business plan review of professional football clubs in Hungary, as well as a range of organisations across different segments of the sports industry. Within sports infrastructure advisory, his previous assignments covered a number of stadium market and financial feasibility studies. The most recent ones include club stadiums in Scotland, Hungary and the new national stadium in Albania.

He has an MSc in Finance and Sports Management (Corvinus University, Budapest) and a PhD in Business Administration, with a thesis on financing sports infrastructure developments in Hungary.

**Eberhard van der Laan****Mayor of Amsterdam**

Eberhard Van der Laan was appointed as Mayor of Amsterdam in the summer of 2010. He was born in Leiden in 1955. He studied law at VU University Amsterdam and having graduated, took the initiative to set up his own law firm (Kennedy Van der Laan) in 1992. This grew into a medium-sized practice in the capital of the Netherlands.

Van der Laan joined the Dutch Labour Party (Partij van de Arbeid) in 1976. He sat on the Amsterdam City Council for the party from 1990 to 1998, from 1993 as chairman of his party's council representatives. As a lawyer, Eberhard van der Laan showed a great deal of interest in social issues and often stood up for tenants, small civil-society organisations and people on the margins of society. On countless occasions Van der Laan acted both formally and informally as mediator in a variety of conflicts.

**Ian Lacy****Head of Professional Services, IOG**

Mr Lacy has worked within the sports turf industry for 27 years. Currently he is Head of Professional Services for the Institute of Groundsman based in the UK. He has been a member of the IOG since the beginning of his career. Before joining the IOG, he started as an apprentice greenkeeper, moving on to a qualified greenkeeper. Other roles after that included Head Groundsman at a multi-sport club (5 years), Head Groundsman at a professional cricket club (6 years) and a lecturer in sport turf (5 years).

**Stuart Larman****Project Manager, Playing Surfaces Programme, FIFA**

Stuart joined the Development Department at FIFA in 2010 and was originally focused on activities involving artificial turf. His role has quickly expanded to offer guidance, support and funding for the full range of playing surfaces as well as other football facilities such as technical centres and stadiums. In the last two years he has managed a range of activities including research into player perceptions and interaction with different surfaces, creative utilisation of locally available materials to build better facilities, stadium feasibility studies and best practice assessment for a range of different playing surfaces.

At this point in time the focus of his activities is to create appropriate reference material and adapted solutions to the varied needs of the 208 member associations of FIFA as they seek to develop football in their specific countries. To achieve success in this area it is important for all stakeholders, including suppliers to football organisations, to understand the global range of needs and the reality of resource availability in different regions of the world. With that in mind, Stuart and the organisers of the TURF and GRASS EXPO decided that the 2012 event would be the perfect platform to start to explain to support industries what the goals and planned methods to reach those goals are.

He is a graduate of the MBA Football Industries at the University of Liverpool (2003). Prior to joining FIFA, Stuart spent six years working on football development projects in Japan.

**Lesley Little****Managing Director, Sport Technology Services Ltd.**

With 20 years of experience in the football industry, Lesley's career began in the commercial division of Aberdeen Football Club. In 2000, Lesley joined AVC Media Enterprises as Head of Sport and became Director of Sport in 2006. Whilst with AVC, Lesley worked on Coach Education projects with FIFA, UEFA, the Asian Football Confederation and a host of national associations and top European clubs. Projects involved video production, working with technical study groups at UEFA and FIFA tournaments and building specialist software solutions for match analysis and coach communication.

At the beginning of 2012, Lesley left AVC to start Sport Technology Services Ltd. where she and her team now work on behalf of UEFA to help national associations, clubs and coaches gain access to the coaching resources available through UEFA Training Ground, the specialist portal for coaches on UEFA.com. This includes TactX, UEFA's 3D animation tool that she has managed from design through implementation. Now owned by UEFA, the TactX aim is to revolutionise coach communication and materially improve the understanding, sharing and development of coaching drills and analysis.

**Elnur Mammadov****Stadium Infrastructure and IT Director, Azerbaijan FFA**

Elnur is currently Infrastructure and Information Technologies Director of Association of Football Federations of Azerbaijan (AFFA). He started work in AFFA in 2009 as AFFA Football Academy Manager. Between 2010 – 2012, Mr Mammadov was Stadiums, Infrastructure and IT Director in Local Organizing Committee for FIFA U17 Women's World Cup 2012. During the preparation for the FIFA U17W World Cup 2012, 3 new stadiums and 8 new training sites were constructed, as well as 1 stadium and 5 training sites, which were fully renovated under his supervision. He was also responsible for establishing the pitch Central Maintenance Union, developing new IT infrastructure that connected all venues in one network by fibre optic, as well as developing new online ticket sales software. Since 2010 he is also responsible for Infrastructure Criteria in Club License, while since 2011 he has been UEFA Futsal & Beach Soccer Committee Member.

Before his sport experience, Elnur was involved in various educational and youth development projects. He is a co-founder of countrywide youth organization "IRELI" (www.ireli.az), which is now the biggest youth organization in the region. He holds a PhD in economics and studied Instructional Design in Indiana University (USA). He has published several articles. In 2007 he was youth delegate from Azerbaijan to 62nd session of the General Assembly of United Nations (UN).

**Khaled Nassar****Manager of Youth Competitions, Confederation of African Football (CAF)**

Khaled's passion for football led him to join the Confederation of African Football (CAF) in 2003. He is currently the Manager of Youth Competitions in CAF. During his 10 years' experience at CAF, he had the privilege to be in charge of the Inter-Clubs competitions, managing the Clubs Confederation Cup, CAF Champions League, as well as CAF Super Cup. He was appointed several times as General Coordinator and Security Officer for different matches played in the frame of CAF Competitions. He also attended many CAF championships, as part of CAF administration supervising all aspects of the events. He took part in numerous inspection visits required prior to each of these tournaments. Two years ago, he was promoted to the National Teams Department as Manager of Youth Competitions in charge of the U-17 and the U-20 Championships.

His background also allowed him to diversify his activities by joining the project of inspection visits of the stadiums hosting the World Cup Qualifiers, South Africa 2010 and as FIFA Assistant General Coordinator during the Olympic Games, London 2012.

**Henk Markerink****CEO, Amsterdam ArenA; CEO, Amsterdam ArenA Advisory;
CEO, ArenA do Brasil**

Henk Markerink has been CEO of the Amsterdam ArenA in Amsterdam, The Netherlands, since 1995. Markerink was the project manager for the design and construction of the ArenA from 1991 till 1995. Markerink graduated from the Eindhoven Technical University and earned a Masters degree in Architecture and Structural Engineering. After his graduation he worked for several years as consultant and project manager with Arcadis Building Consultancy and Twijnstra Gudde Management Consultants.

In 2000 Markerink founded Amsterdam ArenA Advisory. With this company he has been consultant to various stadium projects such as the Olympic Stadiums in Berlin and Beijing and to various football stadiums which host the UEFA Euro championships and FIFA World Cup championships in countries such as Ukraine, Poland, South Africa, Brazil and Russia. In 2009 Markerink founded ArenA do Brasil in order to operate two of the FIFA World Cup stadiums in Salvador and Natal.

Markerink is a member of IAVM (the International Association of Venue Managers) since 1998 and chairman of the Board of IAVM Europe since 2008. He is also Chairman of the Board of the Amsterdam Tourism & Convention Board.

**Gerard Marsman****Director, Union of Dutch Professional Coaches (Coaches BV)**

Gerard Marsman has had a long distinguished career in football. As a player, he has played for Dutch clubs including Rohda Raalte, SC Heerenveen, Go Ahead Eagles and Vitesse. He is also a very experienced coach working with teams such as Enter Vooruit, WVF Westenholte, Rohda Raalte, SC Genemuiden, Heracles Almelo, De Graafschap, Nanjing YOYO, Be Quick 28. Gerard has also had roles as Director of Football Heracles Almelo, De Graafschap and Go Ahead Eagles. He is currently Director of the Union of Dutch Professional Coaches (Coaches BV).

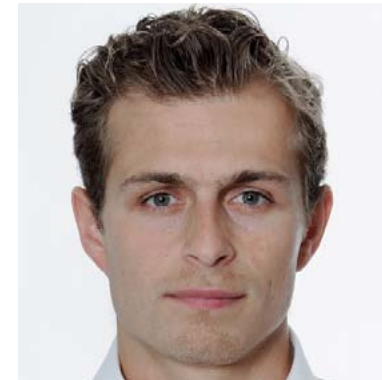
**Ian McClements****Sports Turf Consultant, STRI**

Ian McClements is an experienced Sports Turf Consultant with over 18 years' experience. Upon joining STRI he was responsible for determining and formulating playing quality standards of both rugby and natural turf hockey pitches. He is now responsible for the development and management of STRI's portfolio of clients and work across Ireland and Scotland.

Ian's work includes advice on the construction and maintenance of football, rugby, gaelic and golf sports surfaces. He is The R&A's consultant agronomist in Ireland and advises at Links golf courses across the country. He also works as a lead consultant in a number of prestigious sports complex development projects as well as being an integral part of the design team providing specialist drainage and agronomic advice for sports facility provision.

**Ted Mitchell****Club Facilities Technical Manager, RFU**

Ted has recently been appointed as the RFU's Club Facilities Technical Manager having spent the previous seven years with the RFU as the Funding & Facilities Manager for the north. In this role he managed the RFU's main capital investment budget including investment in a range of artificial grass pitches and training areas. Ted joined the RFU in 2005 having spent 4 years working in the FA's Football Development team.

**Raphael Morgulis****Information Manager, FIFA**

Raphael Morgulis is Information Manager at Fédération Internationale de Football Association (FIFA) since 2009, Raphael is responsible for information and communication within the Member Associations and Development Division at FIFA, overseeing all communication projects on FIFA's development activities and all information systems within the division. Raphael holds a master's degree in communication from the Institute of Political Studies in Paris and held previous positions within communication agencies in Paris, specifically working with clients from the energy and environmental sectors.

**Martin Murphy****Chief Executive, Aviva Stadium, Dublin**

Martin Murphy is a Chief Executive of Aviva Stadium - the 50,000 seat stadium, which is a world class, multi-purpose venue, hosting business conferences and meetings as well as concerts. The stadium is jointly owned by the Irish Rugby Football Union and the Football Association of Ireland and is the venue for all international rugby and football matches in Ireland.

Martin has been in the sports business for 17 years having previously worked at the Irish Rugby Football Union as Director of Operations with responsibility for the Irish team, stadium operations and international liaison. He oversaw the construction of the new €410m Aviva stadium from 2007 to 2010. He was responsible for establishing the stadium business and has run the stadium company since it opened in May 2010. A highlight of the first year of operation was the UEFA Europa League Final 2011 which was won by FC Porto.

Prior to working in sport he served for a number of years as an army officer in the Irish Defence Forces and completed two tours of duty with the United Nations Forces in Lebanon. He is a graduate of University College Galway and the University of Ulster and has completed the Chartered Director Programme at the Institute of Directors.

**Victor Myakonkov****General Director, Russian Association for Sport and Leisure Facilities**

Mr Myakonkov took part in consultation of the Organizing Committee "Sochi 2014" and Executive Direction "Kazan 2013" on compliance of sports infrastructure to requirements of international regulations. Victor participated in the development of Code of Practice "Accessibility of buildings and structures for people with disabilities" and special technical requirements for the design of stadiums for the World Cup 2018.

Mr Myakonkov holds a PhD degree in psychology. His main fields of scientific researches are sports marketing psychology, psychological supervision and efficiency evaluation of advertising companies, psychological support of judicial activity in football and social-psychological development of a person and group in public behaviour.



Zainudin Nordin

President, Football Association of Singapore (FAS)

Mr Nordin assumed his post in FAS April 2009. Prior to the appointment of FAS President, Zainudin was the Deputy President (2007 – 2009) and Vice-President (2003 – 2007) of FAS, the governing body of football in Singapore.

In April 2009, Zainudin and his team launched the FAS Strategic Plan 2010–2015, which outlines clearly 9 key strategic areas aimed at building on the successes of previous years and to propel Singapore football to the next level – with the target to be among the top ten football nations in Asia by 2015. A strong advocate for grassroots and youth football, Zainudin believes playing football regularly in a fun environment will improve children's techniques and boost their enthusiasm for the beautiful game.

A keen footballer, Zainudin is always ready to play his part in charity matches – such as the S. League Cares, TAKE ACTION With Albirex Niigata Singapore Charity Match in April 2011, where the proceeds and donations were channelled toward the Japanese earthquake and tsunami relief efforts.

Zainudin is currently the Member-of-Parliament for Bishan-Toa Payoh GRC (Group Representation Constituency). He was first elected as Member of Parliament (MP) in October 2001, and was subsequently re-elected in April 2006 and May 2011. As an MP, Zainudin has been a catalyst in the development of new activities for the young and the elderly in the Bishan-North ward. He also introduced several physical changes to the ward, most notable of which is the development of the community sports park called Bishan Active. Zainudin also converted an open area into a Courtyard where residents can exercise on the pebble walk or use the exercise cycles.

Zainudin, who was the Mayor of the Central Singapore District from May 2006 till May 2011, is currently the Director of the Communications Divisions at Nanyang Polytechnic, which handles the media relations, internal communications, social media, publications, outreach and media programming. Zainudin takes a keen interest in a wide variety of social issues and has exercised his passion and expertise in these areas in various organizations. He is Executive Secretary for the Education Services Union, and also sits on the boards of the Governors ITE, Council for Private Education, and MENDAKI SENSE. He was a former member of the Singapore Workforce Development Agency and had also served as Chairman of OnePeople.sg, which was established in May 2007 to focus on race relations and to champion racial harmony initiatives in Singapore.



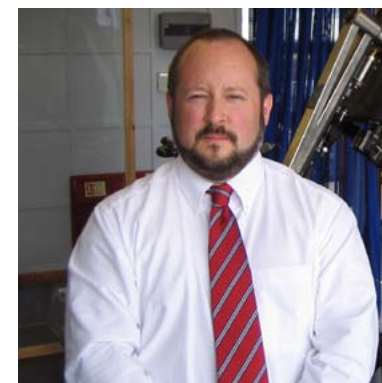
Dr Paul Osei-Owusu

Research Associate, Loughborough University

Dr Osei-Owusu is a Research Associate at Loughborough University based in the Sports Technology Research Group. His interest in science and technology led him to study engineering, gaining both BEng and PhD degrees from Loughborough University.

Away from education his passion lies in sports where he played football to academy level and reached national level in athletics. More recently he has developed extensive experience from coaching a range of sports, up to and including senior international athletes.

Paul was recruited in 2011 to work on a collaborative research project between the Sports Technology Research Group at Loughborough University and FIFA. The aim of the project is to improve understanding of players' perceptions of the role of the playing surface in the game of football. Paul's knowledge and experience of both science and sport have been invaluable in collecting, analysing and interpreting data from players around the world.



Dr Steve Otto

Director Research and Testing, The R&A

Dr Otto is The R&A's Director of Research and Testing. In this role he oversees the evaluation and testing of golf equipment, organising research into the fundamental physics of golf. His work also entails the analysis of the way the game is currently played at all levels. He works with a group of administrators and scientists in St Andrews, Scotland within a state of the art facility.

He holds a degree in mathematics and he worked at NASA Langley as a Staff Scientist, before becoming a Senior Lecturer in mathematics at the University of Birmingham. Dr Otto has authored two books, over fifty scientific papers and supervised 20 PhD projects, over half of which have been focussed on golf.



Heinz Palme

Director Business Development, International Centre for Sport Security

Heinz has worked in sport for over 30 years and is an expert in sport management and marketing, communication, mega events and project management. His previous roles have been advisor to the 2010 FIFA World Cup South Africa™ Local Organising Committee, Chief Governmental Coordinator, UEFA EURO 2008 Austria/Switzerland, General Coordinator of the German Local Organising Committee, 2006 FIFA World Cup Germany™, FIFA and UEFA Media Officer and 22 years with the Austrian Football Association.



Piara Powar

Executive Director, FARE Network

Piara Powar is an Executive Director of FARE Network - a social inclusion and antidiscrimination group in football. The network is active in 41 countries working with NGO's, fan groups, player unions and others across issues of anti-discrimination, using football to bring about social inclusion and related policy issues. FARE is a social responsibility partner of UEFA and has also worked closely with FIFA, the European Commission, the Council of Europe and other institutions of the European state. Piara has over 10 years of experience of working within football as a campaigner and communications specialist. He is an observer on the UEFA Social Responsibility committee, a member of the board of the Chelsea FC Foundation and the President of a youth work social project in England.

**Henk van Raan**

Director Facility Management & New Business Development Amsterdam, Amsterdam ArenA

Henk van Raan is a member of the management team of the Amsterdam ArenA and specialises in facility and project management, preparation of project plans, maintenance concepts and planning, and the overall master planning. In his position he is responsible for a variety of aspects such as real estate development, grass management, new technology systems and the sustainability program.

Before joining the Amsterdam ArenA in 1996, Henk was Facility Manager at the 'Stopera', City Hall and Opera House in the City of Amsterdam. Henk received his degree in Business Science Electrical Engineering in 1981. On behalf of the Amsterdam ArenA, Henk has been responsible to define the ambition for the Amsterdam ArenA to become climate neutral by the year 2015, including the emission of all visitors to the stadium. This goal has been warmly embraced by the City of Amsterdam, who has assigned the Amsterdam ArenA as a sustainability icon for the city.

**Les Reed**

Executive Director, Southampton FC

Les Reed is currently the Executive Director at Southampton Football Club in the English Premier League, a Board Member responsible for all Football Development, Support and Recruitment. He is a former National Coach and Premier League Head Coach and Technical Director for the Football Association in England. He has coached managed and played at all levels of the game. He has been National Coach at Every age group in England, the only coach to do so and has coached at three World Cups, Two European Championships at senior level and several World and European Championships at Youth and Under 21 level.

Les has been a manager, Coach and Director of Football in the English Premier League with Charlton Athletic and was promoted with them to the Premier League in 1998 and with Fulham FC. He has coached the Northern Ireland National Team and he holds the world's top coaching qualifications and he is qualified to Coach Educate at all levels. He has coached and Educated coaches all over the World, has worked for FIFA and all of Football Confederations. He is a member of the UEFA Senior Instructors Panel.

Les has written two books and several publications and DVD resources. He advises National Federations on Coach Education and Player Development and Professional clubs on coaching Talent Identification and Youth Academy programmes. He also Mentors Coaches and Managers and has presented at major conferences and Lectured at University level.

Les's brainchild "The Coaching Manual.Com" was launched last year as a unique online resource through which grass roots coaches can access real coaching sessions, through video and text, which take place at Southampton's renowned Youth Academy. Southampton's philosophy "The Southampton Way" is devoted to developing high quality, technically gifted players for the first team playing attractive, positive high quality football in the Premier League.

**Reto Rey**

Head of Planning, Nussli International

Reto Rey has been working with Nussli International AG since 2007 and took on the role of Business Unit Director 'Planning' in the spring of 2012. Throughout his time with NUSSLI, Reto has been responsible for various international projects - initially as project manager and later as senior project manager. During 2011/12, he was in charge of the project management and planning for the multi-functional event complex Crystal Hall in Baku, Azerbaijan.

From 2009 to 2010, he developed, planned, and supervised the implementation of all temporary event infrastructures for the four stadia of the 2009 FIFA Confederations Cup and the ten stadia for the 2010 World Cup in South Africa, all with the support of his team consisting of international advisors and local experts. Before that, he was responsible for the planning of additional work needed for the opening match at the 2010 IIHF Ice Hockey World Championships, which were held at the Schalke football stadium in Gelsenkirchen, Germany, as well as for the temporary infrastructures for the 2009 IIHF Ice Hockey World Championships in Switzerland.

Reto completed his studies at ETH Zurich (Switzerland) with a degree in architecture (ETH/SIA). He gained professional experience in a variety of fields and roles during his employment with several architectural offices and later as a self-employed architect, which has been invaluable to him in terms of his broad responsibilities in the area of temporary construction at NUSSLI. Reto and his team specialize in the delivery of unconventional, creative and customized solutions for the organization of national and international sports and cultural events.

**Stuart Roach**

Managing Director, Supporter Arena

Stuart is the managing director of sports social media company Supporter Arena Limited, having previously been a football writer and commentator for BBC Sport. Starting his career in regional and national newspapers, Stuart worked for American sports broadcaster ESPN before joining BBC Sport as a writer and commentator, specialising in football and golf. He reported live from grounds around the country for BBC Final Score and was the BBC Sport website's man in Korea for the 2002 World Cup finals, having formed part of the launch team for what has become one of Europe's leading sport websites. Stuart also took responsibility for the development of the site's simple participation tools and for user engagement before leading the launch of Supporter Arena Limited in 2010.

He now works for the likes of Barcelona and Real Madrid, creating projects and relationships to push the boundaries of social media audiences that stretch into the tens of millions. Stuart has hosted at events including Careers in Sport and Leisure, written two critically-acclaimed football books and has worked with and interviewed some of the biggest names in sport and entertainment – from Pele to the Spice Girls.

Stuart is an FA Level One qualified football coach who enjoys playing golf and the occasional football kickabout, though these days he is more suited to watching and is a season ticket holder at Premier League new boys Reading.

**Nico Romeijn**
Coach, KNVB Academy Grassroots

Mr Romeijn has been with the KNVB Academy since 2001, working as Head of Education and Staff Instructor for Technical Courses. From 1987 - 2001 he has worked as trainer/coach for various top amateur football clubs and in 2006 – 2007 he served as an Assistant Coach for the Dutch Under- 19 National Team. Between 1974 – 1986, he was a football player for many professional and amateur football clubs in Holland. In 2009 he became a Member of the UEFA JIRA Panel and a Technical Instructor for UEFA. He holds a degree in physical education and is an expert in the field of educational concepts.

**Jim Rosenthal**
Broadcaster

In a career distinguished with many industry awards Jim has become a familiar guest in the living rooms of millions of sports fans in Britain having worked on most of the major sports and across the networks. He has been the main anchor for Formula One motor racing, boxing, football, athletics and rugby for ITV, football for Channel 5 and athletics on Channel 4. His apprenticeship was served on newspapers and BBC local and national radio.

Football has always been his major sporting interest and his career has taken him to competitions across the globe, including 8 World Cups and many Champion's League games and Finals. A regular conference host and speaker Jim was until recently a director of his childhood home team Oxford United.

**Robin Russell**
CEO, Sports Path International

Robin Russell was born in Odense, Denmark of Scottish parents. He qualified as a teacher and played semi-professional football before joining the English FA in 1978 as a Regional Coach, then Assistant Director of Coaching in 1989. He was extensively involved in the FA National School at Lilleshall in the 1980's, established the FA's Grassroots Programme and the implementation of the UEFA Coach Education Course in England. From 1997 until 2005 he was Technical Coordinator responsible for the creation of the FA Coaches Association, the introduction of Mini-Soccer, the initiation of FA Learning Ltd. and with the FA's Technical Director, Howard Wilkinson the creation of the Academy System in England.

Although he still works for the FA on projects, Robin left fulltime employment with the FA in 2005 to start his own business in e-learning in football (www.SportsPath.com) and also to become UEFA first Football Development Consultant for whom he still works. For UEFA he has visited several leading youth academies, advised over 20 National Associations, developed e-learning courses and contributed to the establishment of the www.uefa.com/trainingground website. He has also acted as a consultant on coach education and football development projects with FIFA, CONCACAF, AFC: for National Associations (e.g.: Saudi Arabia, Turkey, Northern Ireland, Palestine, Cyprus) and clubs including Southampton FC and Shakhtar Donetsk. With Howard Wilkinson he founded the LMA School of Football Management in 2010 – a suite of online courses for coaches.

**Stig Ove Sandness**
Managing Director, Tromso FC

Sitg is currently Managing Director of Tromso Sports Club and is also Member of the Board for the Norwegian Premier League. Between 1995 to 2010 he worked in numerous roles for the Norwegian Football Association, this included Director of Grassroots Department and between 2006-2010 Director Professional Football and Deputy General Secretary. He is also an UEFA Instructor.

**Andy Simons**
Director and Co-Founder, KSS Design Group

Andy Simons is a founder director of KSS and a major creative force within the practice. His vision and ability to look at any specialist area with a fresh and challenging eye means he acts as lead designer on a number of our major projects. He has an impressive range of design and team management skills, and his main role is to ensure the clients' needs are met and to lead the strategic and operational guidance to the client and consultant team.

He has jointly headed the company's major effort in the sport and education field over the last twenty years. He brings analytical depth to every project he is involved in, and is widely respected by clients and consultants alike. Mr Simons has been speaking at various events across the globe on the design of sporting venues and the impact of challenges and regulations.

**Sander van Stiphout**
General Manager, Amsterdam ArenA Advisory;
Vice President of Projects ArenA Brasil

As the General Manager of Amsterdam ArenA Advisory Sander van Stiphout specializes in managerial advice for the planning, development, design, construction and exploitation of stadiums and arenas as well as advice on safety and security issues in relation to large venues. He has been involved in stadium advice and management assignments worldwide since he joined the Amsterdam ArenA in 2002. Since 2009 he is responsible for the execution of the World Cup stadium projects in Salvador and Natal in Brazil.

Sander has obtained Engineering degrees at the Delft University of Technology (1995) and the University of Hawaii (1998) and a degree in Investment analysis and area development (two parts of M.Sc. Real Estate) at the University of Amsterdam (2007).

Before joining the Amsterdam ArenA, Sander was working as consultant and project manager in several overseas construction projects. He has also been involved with multiple projects at the Amsterdam ArenA such as the extension of the main building and the installation of Euro 20 million escalators.

**Karen Strahl****Study Centre Manager, Federation of International Basketball Associations (FIBA)**

Ms Strahl joined FIBA in 2005 and was given the responsibility of the homologation of all equipment linked to the sport of basketball. She insures that high standards of quality, safety and technology for the athletes, public and media are in place. Karen first worked as a Sales Representative at the Mandarin Oriental in Geneva and in events organization at the Humanitarian Dialogue Centre, an independent mediation organization in Geneva, dedicated to improving the global response to armed conflict. Her interest for sports and customer service drove her to work at FIBA for the past 7 years.

After studying Political and Social Sciences at Tel-Aviv University, Karen Strahl graduated from Les Roches Hotel Management School in Switzerland with a BBA in Hospitality and an Associate Diploma in Hotel Operations Management.

Karen is passionate about sports, events organization and communication and sees the Study Centre as an excellent opportunity to bring people closer together, as well as enabling equipment manufacturers to make meaningful connections and discover more about each other and the world of basketball.

**Dr Claude Stricker****Executive Director, International Academy of Sports Science and Technology (AISTS)**

Dr Stricker is the Executive Director of AISTS, which was created by the following institutions: International Olympic Committee, EPFL Swiss Federal Institute of Technology, IMD Business School, University of Lausanne, University of Geneva, IDHEAP Swiss Graduate School of Administration, EHL International Hotel School of Lausanne, City of Lausanne and Canton of Vaud.

Claude Stricker has a long experience in sport as an international alpine ski racer participating at international ski competitions, as well as a coach and technical director of Swiss ski associations. He was member of the Swiss students national alpine ski team and participated in three Winter Universiades as an athlete. After his achievements on skis, he participated with success as a windsurfer to international prorders wave riding competitions in the Pacific Ocean for several years.

Claude Stricker holds a PhD in Economics, a Master in Business Information Systems, a Master of Science in Management and a Bachelor Degree in Sport and Physical Education. His main applied research interests are in the fields of economics of sport, management of information technology and innovation.

**Tijs Tummers****Secretary of the Football Committee, FIFPro**

Mr Tummers is a Secretary of the World Players Organisation - FIFPro. Since 2007 he has presented the players opinion in meetings with FIFA on playing surfaces. Mr Tummers has established a rating system for pitches, driven by players on a weekly basis in several member countries of FIFPro.

Improvement of all playing surfaces is the goal of his efforts, because Tijs strongly believes that professional players deserve the best surface possible to show their best qualities to the paying spectators.

**Johan Wakkie****Chief Executive, KNHB**

Since 1994 Johan has been Executive Director of the Dutch Hockey Board (KNHB). He has been on many committees and working groups at national level, including NOC-NSF and various national committees. He is also on the FIH marketing committee. Johan has been involved in hockey at all levels, as a player and coach. His education includes University at Rotterdam (Gymnasium) and a Master in Law from the University of Utrecht.

**Mark Williams****Director of Business Development, HKS Sport and Entertainment Group, Principal HKS inc.**

Mark Williams currently serves as the Director of Business Development for the HKS Sports and Entertainment Group and a principal at HKS, Inc. With 24 years of experience, Mark's unique diversity within the profession allows him to maintain an active role throughout the life of the project.

His involvement focuses around the venues programming, overall project design direction, client communication and project management. Mark has recently programmed and completed venues for the National Football League, Major League Baseball, National Hockey League, National Basketball Association and International Soccer.

**Simon Winman****Head of Funding and Facilities, Rugby Football Union, England**

Simon has worked for the Rugby Football Union for 11 years and is the Head of Club Development, responsible for the development and support to clubs for all 'off field' matters.

Mr Winman has been responsible for the facility investment programme at the RFU from its inception in 2003 following the Rugby World Cup success to its current position where it has generated investment of over £100m in a range of grass roots club facilities. In 2003 the RFU took the decision to invest in 3G artificial grass pitches, the first union to take that decision, and now has a position of influence and leadership in that field.

Simon leads the development of partnerships with external agencies to promote rugby union and as such is a member of the International Rugby Board Expert Group for Artificial Pitches which develops the technical standards and future strategy for the game.



Helen Woolley
BSc, BPhil, CMLI University of Sheffield

Helen Woolley is a Chartered Landscape Architect and Reader in Landscape Architecture and Society in The Department of Landscape at The University of Sheffield in England. As a practitioner she worked on a variety of projects including children's play spaces, outdoor sports facilities, housing provision and civic and commercial spaces. This practice experience has informed her academic career during the last twenty years.

Helen's research has been funded by government and government bodies, research councils, charities and industrial partners. One strand of research has focused on children's outdoor environments and increasingly how these are controlled in different ways by adults. This has included exploring children and young people's use and perceptions of town centres; the inclusion of disabled children in primary school playgrounds; skateboarders' use of civic spaces; and the design of children's outdoor play spaces. Alongside this Helen has undertaken research about green and open spaces which, in the last ten years, has been undertaken for and informed the government's Urban Green Spaces Taskforce, government departments and national organisations such as CABI (the Commission for Architecture and the Built Environment), Natural England and Groundwork UK. Helen has written books called Urban Open Spaces, Inclusion of disabled children in primary school playgrounds and Housing and Play. In addition Helen has more than 50 other publications: book chapters, research reports and articles in international academic journals and professional journals. She has presented at many local, national and international conferences and seminars and facilitated many workshops.

Currently Helen is involved in a three year project with partners in the City of Sheffield where local communities are involved in activities leading to the improvement of a series of green and play spaces across the city. She is also working with Isami Kinoshita from Chiba University in Japan on children's outdoor environments in post disaster areas of northern Japan.



Simon Wright
Director of Venues and Infrastructure, Olympic Delivery Authority

Simon Wright is the Director of Venues and Infrastructure at the Olympic Delivery Authority (ODA). He was responsible for the delivery of venues and infrastructure for the London 2012 Olympic Park and for their operation, in support of the London Organising Committee, during the Olympic and Paralympic Games.

This multi-billion pound major programme has transformed a 246 hectare derelict part of east London into a new park to host many of the London 2012 Olympic sports as well as the Athletes Village and also provides a platform for a sustainable new city quarter for London after the Games.

Simon is a chartered civil engineer with over 34 years experience in the industry and is a fellow of the Institution of Civil Engineers and a member of the Association for Project Management. He started his career with Binnie & Partners (now Black and Veatch) and has worked for Mouchel and Arup where he ran the UK and Europe Project Management Division. He has worked in many parts of the world including Hong Kong, Sri Lanka, Thailand and Egypt. Simon joined the ODA in 2006 and was awarded an OBE in June 2012 for services to the construction industry.



David van Wynsberghe
Technical Coordinator Division Geotechnics Sport Green (DGSG) and "TechniGreen.info – TechniSport.info"

David Van Wynsberghe is technical coordinator of the Division Geotechnics Sport Green (DGSG) and of "TechniGreen.info – TechniSport.info" publications.

He is an engineer in soil sciences and plant protection, having graduated from the Catholic University of Louvain. David was involved in the preparation of most of the fields (training and stadiums) for Euro 2000 in Belgium and The Netherlands. He is also one of the "soil sciences and plant protection" experts in Belgium with the largest experience in community fields (construction, renovation and maintenance) dealing with technical influences from England, The Netherlands, France or Germany.



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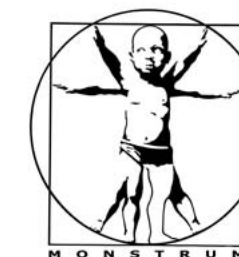


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