

# LEISURE MANAGEMENT

ISSUE 4 2014

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## MERLIN & DREAMWORKS

On teaming up  
to create Shrek-  
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## We can play our part in commemorating the end of war and celebrating enduring peace as the world strives for solutions to conflict

**T**he cover of this issue of *Leisure Management* shows Kate Middleton planting a poppy in the moat of the Tower of London, as part of an art installation called *Blood Swept Lands and Seas of Red*, which commemorates the 100th anniversary of the end of World War 1.

The installation is by ceramic artist Paul Cummins, who was inspired by a poem of the same name by an unknown soldier. He worked with a team of artists to hand-make the poppies in a studio in Derby, UK and collaborated with stage designer Tom Piper to bring the installation to fruition in partnership with the Tower.

Volunteers planted 120,000 ceramic flowers before the opening on 4 August – 100 years to the day after Britain declared war on Germany. They'll continue to plant them until the last flower is laid symbolically on Armistice Day – 11 November 2014. A total of 888,246 will be planted, one for each British casualty.

The poppies, which range in size from one to two feet, are for sale on the Tower of London website with all the profits going to a number of service charities.

Web outreach has been organised as part of the project, making it possible for people to dedicate a poppy to a specific person or to make a donation on behalf of someone living or dead. The dedications are searchable on the website for all to see.

The installation was officially opened by Middleton, with Princes William and Harry on 5 August and you can find out more about it on page 8 where we profile Cummins.

This poignant commemoration visually illustrates the human cost of the conflict, bringing home how many people lost their lives. The Tower appears to be bleeding, as the moat gradually fills with scarlet.

For the Tower of London to be the focus of this commemoration places one of the world's most iconic

**The tourism and leisure industries bring people together, encourage them to be reflective, to share and learn from mistakes, to heal and to celebrate life**

historic visitor attractions at the heart of a global event and the dignity, creativity, beauty and audacity of the idea is to be celebrated. It's simply breathtaking and very moving.

With so much conflict in the world, it's important to remember troubles can subside and we can find enduring peace. Work such as *Blood Swept Lands and Seas of Red* – and its glorious setting in what was once a military building – have powerful and positive symbolism.

The tourism and leisure industries have the power to bring people together, to encourage them to be reflective, to share and learn from mistakes, to heal, to celebrate life, to overcome barriers and to build understanding. Many of the world's problems result from inequality, ignorance and poverty and our industries can help to redistribute wealth, improve quality of life, educate and bring economic opportunity.

And it's a virtuous circle, because tourism and leisure can only thrive where there is peace and stability, so the work we do to grow our industry then in turn feeds its success and leads us in an ever more positive direction.

Liz Terry, editor @elizterry

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# PEOPLE



“People should get involved in physically making things so that they mean something more”

**Paul Cummins, ceramic artist**

**A**rtist Paul Cummins' Blood Swept Lands And Seas of Red art installation is taking shape at the Tower of London.

More than 800,000 ceramic poppies are being planted at the Tower in order to commemorate the British and Commonwealth soldiers who died during the First World War. The installation, which was unveiled at the start of August, will see 888,246 poppies progressively filling the moat, creating a dramatic display. The last flower will be planted on Armistice Day, 11 November 2014.

“There will literally be 16 acres of ceramic flowers around the moat to encase it to represent the people who died at the front of the First World War,” said Paul Cummins.

Cummins was inspired by a line in the will of a Derbyshire serviceman who died in Flanders in which he described the ‘blood-swept lands and seas of red, where angels fear to tread’.

Cummins enlisted the help of a team of volunteers to make the poppies, which are being assembled and fired in Derby. “I normally make



PHOTO: FLORENZ MARIEN RETTIG

**The eye-catching poppies appear to cascade out of the Tower of London and into its moat**

everything myself but I need help with this because there are so many poppies,” he said. “I’ve managed to gather together a lot of people – seventy per cent of whom are artists – who all have a direct link to a member of the armed forces, or people they

know who’ve died [during the war].

“I prefer to make my work using as little machinery as possible. People should get involved in physically making something so that it means something more.”

The flowers are on sale for £25 each, with 10 per cent of each poppy being donated to six service charities. Sales of the poppies raised more than £2.5m in the first two days alone.

[paulcumminsceramics.com](http://paulcumminsceramics.com)



PHOTO: GETTY IMAGES

The installation was unveiled by Prince William, Kate Middleton and Prince Harry in August





“Bristol has strong links to ground-breaking engineering. The Wave could build on this reputation”

**Nick Hounsfield, co-founder, The Wave**

**A**fter receiving planning consent in June this year, The Wave Bristol – a £6m man-made surfing lake planned for greenbelt land outside Easter Compton near Bristol – has been awarded up to £840,000 funding by The West of England Local Enterprise Partnership (LEP).

The project, which is the brainchild of Nick Hounsfield and Tobin Coles, will feature a freshwater lagoon which will use Wavegarden® technology by Instant Sport in Spain to generate surfing waves suitable for beginners and experienced surfers. The site will also feature a swimming lake and multifunctional gardens including an activity garden, barefoot trails, a sensory garden, a healing garden,



**The surfing lake will be at the centre of the development, with other facilities around it**

a culinary garden and herb gardens. A core facility building will house a café, an educational space to support school visits and a small retail space.

According to the founders, Bristol is the perfect location for the project.

“From Brunel to Banksy, Bristol has always been a leader – The Wave could build on this reputation,” said Hounsfield. “From Brunel to Concorde, there’s long tradition of engineering firsts in the city. This technology seems a natural fit.

“Bristol also offers an opportunity to tap into other areas that are important to us, such as getting more city-based children into the water and making a change to the lives of those from some of the city’s most deprived areas.”

[the-wave.co.uk/Bristol](http://the-wave.co.uk/Bristol)

# "The public sector really rose to the challenge of the Tour de France"

**Nicky Roche, CEO, TdFHUB**



**T**he Tour de France's first three stages in England this summer were hailed as the "grandest opening in the race's history," by race director Christian Prudhomme. It is estimated that more than 4 million people packed the sides of roads during the first three days, which saw the riders travel from York to London. Lavishing praise on the public who lined the roads as well as the English organising team, the Tour de France director Christian Prudhomme said it is not a question of "if but when" the Tour returns to British shores.

The TdFHUB, a subsidiary of UK Sport, was led by Yorkshire-born Nicky Roche. A keen sports fan, Roche's journey to lead the TdFHUB is a curious one, but demonstrates her passion for sport.

"I had been working for the Home Office as a civil servant for quite a time when, in 2004, I saw the role of director of sport advertised in *The Sunday Times*," Roche said. "I



**Nicky Roche was appointed chief executive of the TdF HUB 2014 in August 2013**

thought it was my ideal job but that I'd never get it – until the DCMS' permanent secretary, Sue Street, called and encouraged me to go for it."

At the DCMS, Roche worked closely with Tessa Jowell and was part of the team that worked on the

winning 2012 London Olympic bid.

In 2007, she was named a director at the Government Olympic Executive (GOE), where Roche worked closely with all stakeholders – LOCOG, ODA and GLA – and helped shape the Olympic journey from start to finish. "My responsibilities for the 2012 project didn't come to an end until March 2013 when the handover to Rio was completed," she said. Soon after, in August 2013, she was appointed as CEO of TdFHUB.

One of the first tasks Roche faced was to work with the French team to get the final route confirmed. "Once that was done, we could then start planning where the crowds would be, how we would be able to get them in and out safely and so on," she said.

The most rewarding aspect for Roche was the public's reaction to the event. "Watching the huge crowds line the route pretty much from start to finish was amazing," she said.

[uksport.gov.uk](http://uksport.gov.uk)

# "We set out to unite hockey fans under a single cause"

**Richard Loat, founder, Five Hole for Food**



A volunteer-driven, non-profit organisation in Canada is using ice hockey – the country's national game – as a vehicle for social change, and reaching a new generation of social entrepreneurs. Five Hole for Food (FHFF) is a nationwide project with a bold, enterprising and entrepreneurial approach aimed at helping those most at need.

Over the past four years, FHFF has raised in excess of 1 million pounds of food in support of local food banks across Canada. Armed with national partners, more than 40 volunteers and an identity borne from social media, FHFF has set out to bring communities together.

The organisation is the brainchild of

**Richard Loat**

Richard Loat, a young serial entrepreneur who described the project's aim as mobilising the disengaged.

"We want to use the power and passion of sport to inspire micro activism which creates a significant collective impact," he said.

"Our goal has always been to mobilise people, and disrupt typical philanthropic processes in support of charity. At the moment, this is directed specifically towards food security, but it's not limited to that in its future development."

The idea of using hockey for social good came to Richard following the 2010 Olympic Games, held in Vancouver.

"There was a real energy around hockey following the 2010 Games, as it was

the great unifier for Canada. As a result we set out to unite

**In an annual tour, FHFF travels across Canada playing hockey for local food banks**

hockey fans under a single cause. From there, we started hosting ball hockey events for people to participate in and to donate to the local food bank – and the idea has taken off since then."

FHFF has since grown under the umbrella Sport for Food, to include Footy for Food (a football programme) and a soon to be launched Hoops for Food (a basketball programme).

Loat is also planning to make the concept global. "I think the most ambitious part so far has been taking things outside of Canada and starting to lay a footprint in Continental Europe," he says. "It's been exciting

[fiveholeforfood.com](http://fiveholeforfood.com)

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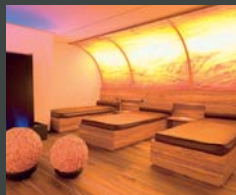
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## Yoga scheme added to Heathrow spa experience

Global airline alliance SkyTeam's Exclusive Lounge, which opened in 2009 at London Heathrow Airport's Terminal 4, is offering a two-month yoga pilot project to customers on any of its 13 member airlines.

This scheme builds on SkyTeam's existing 1,600sq ft (149sq m) relaxation facilities at Heathrow, including a wellness centre that offers spa treatments, an oxygen bar, three full-body massage chairs, five showers, a green botanical wall featuring more than 60 different species of plants, four day-beds, two VIP meeting rooms and a wine bar. SkyTeam has two Exclusive Lounges – at Heathrow and Istanbul's Atatürk Airport.

**Read more:** [http://leisr7a=d2q7K\\_S](http://leisr7a=d2q7K_S)



The report features several new metrics

## US gym penetration rate stands at 18.2% says report

More than 62 million Americans used a health club in 2013, while nearly 53 million are health club members, according to the 2014 IHSA Health Club Consumer Report.

The paper reveals that US members are engaging with their health clubs more than ever before, racking up an average of 103 visits each in 2013 – a record high.

According to the report, a positive correlation exists between the length of health club memberships and attendance, as members who stay on board for at least 10 years typically use their club for an above-average 139 days a year.

**Read more:** <http://leisr7a=M9b6M>



San Francisco might have been the city to host Lucas' museum, were it not for logistical issues

## George Lucas chooses Chicago for new museum

Chicago has been selected as home for the sought-after George Lucas museum, with the city narrowly pipping bids from both Los Angeles and San Francisco.

Lucas, the creator of the Star Wars and Indiana Jones movie franchises among others, looked initially to have chosen San Francisco for the home of what will now be known as the Lucas Museum of Narrative Art. However, a combination of complications in the San Francisco plans and an aggressive lobbying effort by Chicago mayor Rahm Emanuel led to Lucas choosing the Illinois city as home to his wide-ranging legacy project.

Pending approval by the Chicago Plan Commission, Lucas' institution will be built on what are now parking lots between Soldier Field and McCormick Place, with a projected opening date of 2018. Architectural renderings will be presented to city officials in late September/early October, according to a statement issued by the museum.

Lucas has said he plans to invest up to US\$300m (£220m, £179m) in the project, with another US\$400m (£294m, £238m) endowment to be given to the project when the director dies.

**Read more:** [http://leisr7a=V2J2y\\_A](http://leisr7a=V2J2y_A)

## Man Utd bucks sports stadium tech trend with iPad ban



Tablets are no longer permitted on matchdays

Manchester United Football Club (MUFC) has moved to ban iPads from the club's stadium, at a time when many sports clubs are embracing technology as a way of enhancing the matchday experience.

The club told fans of the move earlier this season. It is presumed to be an attempt to stop fans from infringing on broadcast rights by recording the action. The Red Devils are the only soccer club to have brought in a ban, but the move was trialled in 2010 by the New York Yankees.

**Read more:** <http://leisr7a=r6N2b>



## Western sanctions against Russia hampering the attractions sector

Industry insiders have said that the sanctions set on Russia in relation to its conflict with Ukraine are having a knock-on effect for the attractions sector, hampering deals due to 'military' implications.

The trade restrictions are the toughest imposed on Russia since the cold war and mean more paperwork is included for simple imports to the country, while objects like communication devices are regularly flagged as having "military implications."

The European Union (EU) and the US have imposed co-ordinated sanctions against Russia, targeting certain sectors of the Russian economy, namely its access to EU capital markets, the trade of items for military use and an arms embargo on the trade of all goods and technology itemised on the EU Common Military List.



The sanctions are designed to force Russia to withdraw support for eastern Ukraine rebels

The main issue facing the attractions industry, which uses a lot of cutting-edge technology to create top quality visitor experiences, is the ruling that no EU or US national or company may sell, supply,

transfer, or export any dual-use goods and technology (i.e., goods that have both a civilian or military application) to any individual or entity in Russia.

**Read more:** [http://lei.sr?a=p9r5q\\_A](http://lei.sr?a=p9r5q_A)

## YeloSpa's Ronco outlines ambitious expansion plans

Nicolas Ronco, the French entrepreneur behind spa and nap concept YeloSpa, is aiming to expand the US-based business into Europe, as part of large-scale plans that will also see the company franchise up to 150 US locations and launch a sleep and wellbeing product range.

"We're working on licensing for a YeloSpa London. It's not signed yet, but it could be exciting," he said. "We're also opening another YeloSpa in Charles de Gaulle Airport in Paris in 2016."

**Read more:** [http://lei.sr?a=M7K7H\\_S](http://lei.sr?a=M7K7H_S)



Ronco launched the first YeloSpa in 2007



The Rock is himself a fitness fanatic

## Wrestling star The Rock to spearhead fitness initiative

Health club franchise the *énergie* Group has teamed up with Hollywood blockbuster *Hercules* to launch a campaign encouraging members to 'train like a gladiator'.

The film – starring wrestling legend and actor Dwayne Johnson, known as The Rock – is being billed as one of the year's biggest action movies and will feature extensively in *énergie*'s UK marketing materials.

The competition's prize – for the most impressive challenge achieved – is an all-expenses paid trip to Rome, where the winner will take part in gladiator school and bid to emulate the moves of The Rock.

**Read more:** <http://lei.sr?a=7q5q7>

## Rotterdam canal being converted into artificial river



The attraction will also purify the canal water

Plans are afoot to convert a section of canal in Rotterdam, the Netherlands, into a wave simulator to be home to surfing, kayaking, scuba diving and a host of other aquatic sports and activities.

The artificial river RIF010 – being built by Waveloch at a cost of €3.3m (US\$4.4m, £2.6m) will be able to generate a 1.5m (4.9ft) wave while creating naturally-purified water inside the canal. Also included will be a beach house, designed by Den Haag-based Morfis.

**Read more:** [http://lei.sr?a=f6D7V\\_A](http://lei.sr?a=f6D7V_A)

## 'Explosive' gas pockets hinder Oscar Museum

A US\$300m (£183.3m, €231.7m) museum for the Oscars has come up against problems, with Los Angeles City Planning department expressing concern over potentially explosive gas pockets situated under the proposed site.

The planned Academy Museum of Motion Pictures – which will be dedicated to exploring and curating the history of the moving image – is scheduled to open in 2017 and will contain more than 290,000sq ft (26,941sq m) of galleries, exhibition spaces, movie theatres, educational areas. The finding is a safety concern and is expected to significantly increase the building costs.

**Read more:** <http://lei.sr?a=J5U8W>



VVIP members can even spar with Haye

## David Haye to launch new gym in downtown Dubai

Boxing legend and two-time World Champion David Haye is to launch a flagship 'Hayemaker Gym' in downtown Dubai, with plans to expand across the GCC and Middle East.

The high-end venture is to include a boxing ring, functional training zone for a wide range of HIIT classes, group exercise studio, cycling studio and a gym equipped with Technogym Artis stations, according to the website. Members signing up to VVIP package can even enjoy personal coaching and training sessions with David Haye throughout the year. They can also dine in the site's luxury restaurant.

**Read more:** <http://lei.sr?a=V8G4j>



Two dedicated tunnels offer concrete bowls and ramps for skater competitions and practice

## House of Vans skate and culture hub goes underground

Designed by Tim Greatrex, the new House of Vans Park entertainment hub has opened to the public after more than a year of work on the exciting space.

Located in the tunnels deep underneath London's Waterloo Station, the 30,000sq ft (9,144sq m) venue will showcase an art gallery, a VansLab artist incubator space, cinema, live music venue, café and bars, gifting suite, plus a skater built and designed concrete bowl, boasting a mini ramp and street course.

Two of the five tunnels on the site were previously occupied by the Old Vic Theatre – these have been dedicated to skating

alone – while the rest of the venue's features are located in the remaining three spaces: Tunnel One will be the home of the new art gallery; Tunnel Two features the 100-seat cinema screening room; Tunnel Three holds a 850 capacity music venue.

As London's only permanent indoor skatepark, the brand's 'Off The Wall' spirit should bring some joy to the skating community. With neon lights and rugged concrete, the new House of Vans London has embodied skate culture and creativity in one venue, following in the footsteps of its other attraction in Brooklyn, New York.

**Read more:** <http://lei.sr?a=n2j9J>

## Colombia's version of Christ the Redeemer nears completion



There will be a lift to the top of the statue

Colombia's answer to Brazil's Christ the Redeemer is becoming a reality as Monumento Santísimo – the centrepiece of a new US\$23m (£17.7m, £14.2m) eco-park in Floridablanca – approaches completion.

At around 40m (131ft) in height, it will be slightly larger in stature than the Brazilian version in Rio De Janeiro and is set to open along with the park at some point in 2015. The eco-park will also feature a 3,000-seat event hall, a 1,380m (4,528ft) cable car, a restaurant and a museum.

**Read more:** [http://lei.sr?a=k2t4g\\_A](http://lei.sr?a=k2t4g_A)

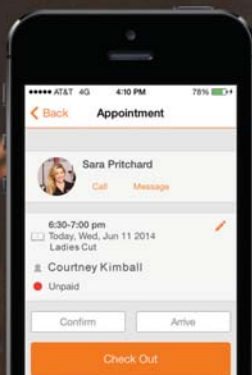
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## Disney eyes drone tech for potential theme park use

A number of patents recently filed by Disney suggest the company plans to use drone technology for entertainment purposes in its parks, with the advanced tech potentially able to fill the sky with a giant screen or bring marionettes to life using the drones.

Three patents filed by Disney – Aerial Display System with Floating Pixels, Aerial Display System with Floating Projection Screens and Aerial Display System with Marionettes Articulated and Supported by Airborne Devices – suggest that among other things, larger-than-life puppets could be mounted with rods to fly through the air for shows.

**Read more:** [http://lei.sr?a=d6s7q\\_A](http://lei.sr?a=d6s7q_A)



The technology has huge potential

## Oculus Rift offers endless possibilities for attractions

Following the March purchase of the Oculus Rift virtual reality technology by Facebook founder Mark Zuckerberg, there are huge implications for the attractions industry.

Several uses for the Oculus technology have already been mooted.

Developers tested the technology on a rollercoaster at a UK theme park, having created a virtual world that made it appear as though they were flying through space, while another suggested use has been for virtual tours of museums anywhere in the world. VR successes include DisneyQuest in Florida, while online experiences such as Second Life have also proved to be a hit.

**Read more:** [http://lei.sr?a=p5N2W\\_A](http://lei.sr?a=p5N2W_A)



The Watch includes two specific health and fitness apps: Fitness and Workout

## Long-awaited Apple Watch unveiled in California, US

Apple pulled back the curtain on its long-awaited Apple Watch at a special launch event at the Flint Center in California, US, with the new device featuring a whole host of health and fitness-related functions.

The watch interface features a home screen with a number of customisable applications, with users simply touching the screen to select their desired app.

However, the brand has also introduced its own digital crown wheel that sits on the side of the watch, which functions as a scroll wheel to view users' messages or zoom in and out of the display without them having to obstruct the screen with

their fingers. The crown also serves as a home button to take users from an app back to the home screen.

As predicted, the watch features photo sensitive sensors on its back to help record pulse information, while connectivity with an iPhone allows for Wifi and GPS usage to keep track of movement, pace and distances travelled. Other fitness features on the Watch include an accelerometer to measure total body movement, as well as the quality and intensity of movements made. The device is due to ship in early 2015, priced US\$359 (£270, £216)

**Read more:** <http://lei.sr?a=b7J4X>

## No pain no gain? Fitness wristband gives electric shock



The prototype is now available for pre-order

A new wearable aims to not just track activity, but use pain and shame to ensure users have no choice but to reach their goals.

Due for release in 2015, Pavlok is a fitness tracking wristband which also serves as a behavioural conditioner. Aside from the usual tracking of steps, activity and sleep, this wearable has the ability to give away your money, shame you on social media, or even deliver a 340v static shot if you slip back into bad habits. It also offers rewards for those who stay strong.

**Read more:** <http://lei.sr?a=W717P>

## £12m growth funding for Fitness Hut in Portugal

Low-cost operator Fitness Hut has announced it completed a transaction with Portuguese investment fund Oxy Capital in July, providing access to £12m (US\$16.2m, £9.4m) of growth funding.

The funding has been made available via mezzanine financing, meaning that Fitness Hut's owners have avoided dilution. The chain currently has seven operational clubs in Portugal and one in pre-sale that will open in the first half of September in the Lisbon Expo area.

Fitness Hut co-founder Nick Courtts says: "During 2015, we will be opening an average of one club per month, to reach 20 in total."

**Read more:** <http://lei.sr?a=S8w9P>



Sébastien Foucan at a recent summit

## Gyms still have 'lots to learn from Parkour'

Despite the growing shift towards functional training, gyms can still learn plenty from Parkour, according to one of the movement's pioneers.

Sébastien Foucan – who famously showcased his high-octane skills in the opening sequence to James Bond film Casino Royale – has espoused the benefits Parkour and related movements like freerunning can offer in promoting physical activity. He said the industry "still has much to learn from Parkour," particularly in developing fluid movements to connect each isolated exercise, as well as embracing activity in any given environment.

**Read more:** <http://lei.sr?a=q4d4M>



CEO Andy Cosslett is overseeing a £270m global makeover and planning major expansions in Asia

## Fired-up Fitness First sets sights on London domination

Fitness First has announced it will double the pace of its UK and Australia club transformation programme – citing encouraging business results – as the gym chains bids to ignite a roaring recovery.

The company is reporting the first growth in UK membership since 2009, with revenues up by between 5 and 15 per cent in each of the 19 UK clubs to have been rebranded so far this year, prompting the decisive march forward. As a result, 66 UK clubs and 50 clubs in Australia will be transformed by the end of 2014.

Of the rebranded sites, two of the stand-out performers have been the Tottenham

Court Road and South Kensington clubs. Encouraged by this, Fitness First is now looking for potential sites predominantly in central London amid plans to open up to 10 new clubs over the next five years.

The strategy came into force with the recent launch of the new flagship Bishopsgate Fitness First – the gym chain's first new opening since its scrape with administration in 2012. The site boasts a raft of innovative equipment and looks set to rival the two 'tech-savvy' London offerings recently announced by close competitor Virgin Active.

**Read more:** <http://lei.sr?a=A3M3q>

## Have scientists cracked the brain's code for motivation?



The dorsal medial habenula could hold the key

Scientists may have discovered the brain section responsible for exercise motivation.

The research, conducted by scientists at both the Seattle Children's Research Institute's Centre for Integrative Brain Research and the University of Washington, has concluded that the dorsal medial habenula section of the brain controls the desire to exercise in mice. When activated through optogenetics, the scientists found an increase in activity among the mice, prompting calls for further research.

**Read more:** <http://lei.sr?a=a5u3F>





Skellig Michael was listed as a UNESCO site in 1996 and features in the upcoming Star Wars film

## UNESCO concern over Star Wars filming at heritage site

UNESCO has enquired about whether appropriate authorisation was granted for the use of World Heritage site Skellig Michael as a film set for the latest instalment in the Star Wars franchise.

A UNESCO spokesperson confirmed that the heritage body has asked the National Monuments Service (NMS) – which oversees heritage sites in Ireland – for further “information on filming permissions.”

Skellig Michael is an island off the coast of County Kerry and features a Christian monastery founded at some point between the 6th and 8th centuries. The remains of this monastery, along with

most of the island itself, were added to the World Heritage Site list in 1996.

In addition to UNESCO, both Birdwatch Ireland and an independent archaeologist had expressed concerns about the impact of a major film crew on a fragile environment and sites such as the monastery.

UNESCO also said that it was not aware of any advanced notification, although the Irish government is not obliged to inform it about such projects unless there was deemed to be a potential risk to the “universal value” of a UNESCO site. The NMS is due to report back to the heritage body.

**Read more:** [http://lei.sr?a=x7q6h\\_A](http://lei.sr?a=x7q6h_A)

## BIG to design freedom-focused safari experience for zoo



Visitors can fly, cycle and hike across the enclosure

Bjarke Ingles Group (BIG) has been commissioned to design a new form of enclosure at Givskud Zoo, Denmark – Zootopia.

Zootopia is based on the concept of man and nature becoming one; it is a hybrid of a traditional zoo and a safari, which will be split into four different sections, three of which will be themed around the continents of Africa, Asia and the Americas, with a central plaza in the middle. See Design News p24 for more details on this story

**Read more:** [http://lei.sr?a=j7V4W\\_A](http://lei.sr?a=j7V4W_A)

## Canadian Science Museum ad ‘too violent’ for TV

A new TV advert for Vancouver’s, Science World Museum has been pulled on the basis that the 30-second clip is too violent.

The comedy ad features a high-spirited man walking from his house in the early morning, only to encounter a series of mishaps, including stepping onto a nail and getting kicked by a small child. The hapless man then gets a flaming arrow in the back before being hit (off screen) by a bus, with the man continuing to be cheerful and smile throughout the advert. A tagline then offers a scientific fact which reads ‘optimists feel less pain’. The ad subsequently went viral online.

**Read more:** [http://lei.sr?a=z8F4D\\_A](http://lei.sr?a=z8F4D_A)



An entertainment centre is also planned

## Huge indoor waterpark primed for US ski resort

The Camelback ski resort in Pennsylvania is planning to build a massive indoor waterpark, resort and spa development costing US\$163m (£125.1m, £99.3m) – the largest expansion in its history.

The three acre Aquatopia Indoor Waterpark on Camelback Mountain will operate all year round and will be the largest indoor water facility on the east coast. The park will feature seven pools, 13 water slides, a surfing simulator, interactive water play centres, private cabanas and a swim up bar. Also included in the ski in/ski out resort will be a 453-bedroom hotel with spa and gym.

**Read more:** [http://lei.sr?a=e9c5u\\_A](http://lei.sr?a=e9c5u_A)

## Exclusive: Michael Tompkins unveils plans for Hilton Head Health

ISPA chair and former CEO of Miraval Resort and Spa Michael Tompkins has outlined the specifics of the spa planned at Hilton Head – a leading US weight loss destination retreat of which he is now CEO.

The Indigo Spa will measure 3,000sq ft (279sq m) when erected and will comprise six treatment rooms – two of which will open up to become a couples' suite – and two of which have showers for body treatments. There will also be a 500sq ft (46sq m) salon, featuring two manicure and two pedicure stations in addition to an express mini-peel room.

Tompkins noted that, as a weight loss resort, the main building already has many fitness-based wellbeing amenities, such as a fitness centre, two fitness studios and a yoga studio, in addition to board



Tompkins said the business may look to expand in the midwest, where it has a large client-base

rooms and a recently remodelled fine dining restaurant. The facilities that will be added to this main building include a pilates studio and a Thai massage room. "We're adding a 30-bedroom inn

because currently the villas on the property are privately-owned condos around the golf course," said Tompkins. "The spa will open just after the new year [in 2015]."

**Read more:** [http://lei.sr?a=p8Y9u\\_S](http://lei.sr?a=p8Y9u_S)

## Gharieni Group launches new spa consultancy division

Spa equipment manufacturer Gharieni Group has launched an in-house spa consultancy to support its partners, offering services such as space planning, renderings and access to worldwide contacts.

Founded by Sammy Gharieni in 1992 in Duisburg, Germany, the company was initially focused on beauty and medical equipment. Over the last 10 years the spa and beauty sections of the business have taken a front seat, leading to the creation of this new spa consultancy branch.

**Read more:** [http://lei.sr?a=r6B6a\\_S](http://lei.sr?a=r6B6a_S)



Sammy Gharieni's firm has branches worldwide



The training scheme lasts for 12 months

## Malaysia wants 1,500 new spa therapists by 2020

The Malaysian government wants to train 1,500 new spa therapists over the next five years to support the country's spa industry, which is expected to contribute RM400m (US\$125m, £93.4m, £74.5m) to gross national income by 2020.

Malaysia's Tourism and Culture ministry (MOTAC) operates a spa therapy training programme in conjunction with spa academy Beaubelles Aesthetics Academy, which is aiming to reduce dependence on spa therapists coming from abroad, with a new edict effective from 1 January 2017 to stop the hiring of foreign spa therapists altogether.

**Read more:** [http://lei.sr?a=z6h6S\\_S](http://lei.sr?a=z6h6S_S)

## Don Camilleri leaves Center Parcs to start own company



Camilleri worked at Center Parcs for 28 years

Don Camilleri, director of construction for Center Parcs, has left the UK holiday village giant to start his own consultancy firm: Hospitality and Leisure Concepts.

Known for his work with Center Parcs to produce and evolve the five separate Center Parcs within the UK, Camilleri is hoping to branch out and advise a new variety of clients, while still providing support to the leisure village enterprise when needed. The new consultancy has already gained several clients, including Corinthia Hotels.

**Read more:** [http://lei.sr?a=f3Z9C\\_S](http://lei.sr?a=f3Z9C_S)

## Soccer booming in the US as record crowd watches Man Utd beat Real Madrid

A pre-season game between English Premier League team Manchester United and Spanish giants Real Madrid attracted a crowd of 109,318 to Michigan Stadium in August, leading to calls that soccer had finally "arrived" in the United States.

The game in Michigan – for which tickets cost between US\$45 and US\$189 – came just three weeks after the FIFA World Cup final set a US television record with 26.5 million viewers and is the latest sign that there is increasing interest in soccer in a country that is dominated by the Americans' own version of football.

Each of Team US' games in the World Cup attracted larger than usual TV audiences, with the side's closely-fought match against Portugal being viewed by a total of around 24.7 million people.



Stars such as David Beckham (left) and Thierry Henry have played in the MLS in recent years

Meanwhile, the average attendance figure for Major League Soccer (MLS) games has increased in recent years and reached 18,807 for the 2013 season – surpassing two of the country's other major sports,

basketball (NBA) and ice hockey (NHL). The MLS is keen to capitalise on the soccer boom and plans to expand the number of teams from the current 19 to 24 by 2020. [Read more: http://lei.sr?a=R7f2d](http://lei.sr?a=R7f2d)

## Tottenham Hotspur gets go-ahead for stadium plans

Tottenham Hotspur Football Club has received final approval for plans to build a 58,000-capacity stadium in north London.

UK communities minister Eric Pickles has now approved a compulsory purchase order – made by London Borough of Haringey – which will enable the £400m (US\$645m, £499m) Northumberland Development Project (NDP) to continue to proceed. The club hopes to have its new stadium and surrounding leisure complex ready for the start of the 2017-18 season.

[Read more: http://lei.sr?a=X8Q7T](http://lei.sr?a=X8Q7T)



An artist's impression of Spurs' new home

## Perth's AU\$820m multi-sport stadium designs revealed



The 60,000-capacity stadium will have five tiers

Final designs have been revealed for the planned new 60,000-capacity sports stadium in Perth, Western Australia.

The bid to design the venue was won by a team featuring architects Cox Architecture, Hassell and HKS Sports and Entertainment Group. The US\$820m (US\$770m, £570m, £450m) multi-purpose stadium will be the new home to Aussie rules clubs Fremantle and West Coast Eagles, plus the Western Force rugby union team and will also host a range of events.

[Read more: http://lei.sr?a=K3m2q](http://lei.sr?a=K3m2q)



The LED court can produce any graphic

## Nike creates world's first LED basketball court

Nike has unveiled the world's first LED basketball court in Shanghai, China, a facility created for basketball star Kobe Bryant to help train young players in Shanghai as part of Nike's RISE campaign.

The court – dubbed the 'House of Mamba' – features all over LED flooring; bringing graphics, video and real-time player tracking to training. Using motion sensors to enable tracking and interactive visualisations, players will be trained and challenged using circuits set by Bryant and the innovative new technology. The LEDs can also display personal performance statistics.

[Read more: http://lei.sr?a=W2N8E](http://lei.sr?a=W2N8E)

# Modular integrated management information systems for visitor centres, tourist attractions, theme parks and heritage sites

Admissions

Retail

Catering

Bookings

Membership

Accounts

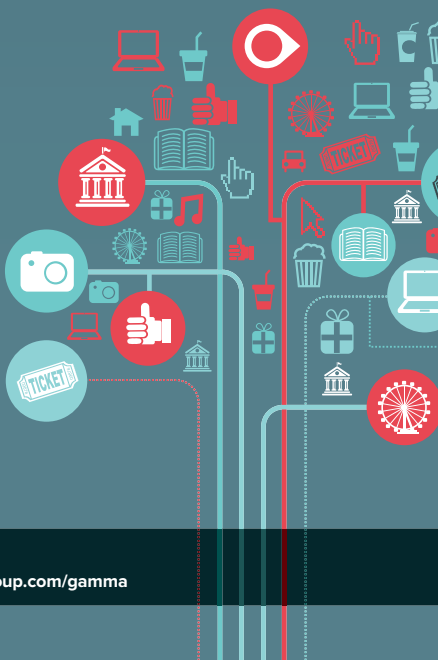
**Access Gamma** provides visitor attractions of all types and sizes with a complete end-to-end operational management system from admissions to back office reporting, analysis and accounting. The system's modular approach allows operators to implement any combination of modules to meet their specific requirements. While the integration between modules ensures that operators can easily produce cross departmental reports such as visitor spend analysis.

#### Access Gamma modules include:

- Admissions and Ticketing
- Bookings and Event Management
- Membership
- Retail and Catering Point of Sale
- Stock Control
- Purchase Order Processing
- Mail Order
- Gift Aid
- Integrated Chip and PIN
- Web Interfaces
- Accounting and Payroll
- Reporting and Back Office Management

#### Access Gamma options include:

- Wireless and remote hand-held POS
- Ticket sales and collection kiosks
- Demographic data capture
- GPRS Chip and PIN for off site sales
- No web transaction fees



## Union criticises Starwood plans for robot butlers

Starwood's plans to add robot butlers to its workforce has been branded a "gimmick" by a UK workers' union, which says the hotel chain should instead focus on taking better care of its existing staff.

The US-based hospitality giant is testing out the machines and has indicated that robot butlers could be used in 100 hotels worldwide. The machine in question – named Botlr – can shuttle items such as towels, razors and phone chargers from the lobby to guests' rooms, before returning to its charging station to await further orders. Starwood says the device would free up human staff to offer better customer service.

**Read more:** <http://lei.sr7a=E7w9D>



The hotel will feature a luminous void

## Hadid to design entirety of the ME Hotel Dubai

The Opus Building, located in the Burj Khalifa district of Dubai, is to dedicate 250,000sq ft (23,225sq m) of space to a new ME Hotel, completely designed by world-renowned 'starchitect' Zaha Hadid.

The entire complex is a mixed-use development and Meliá Hotels International is keen to expand its experience-based brand by placing a 100-bedroom hotel within The Opus Building itself, developed by real estate company Omniyat.

Hadid is also designing the interiors of the entire hotel; from its new bars and Michelin-starred restaurant to luxurious penthouse suites.

**Read more:** <http://lei.sr7a=E6C5s>



City8 will include the largest architectural object ever built, plus a host of leisure facilities

## South Korea's US\$275bn 'super city' looks set to astound

A planned super city in South Korea that will cost an estimated US\$275bn (E202bn, £160bn) will include a host of leisure features, including a theme park, casinos, luxury hotels, a 50,000 seat concert hall and a medical-themed 'healing town'.

Dubbed 'City8', the metropolis will create an estimated 930,000 jobs and aims to attract 134 million tourists annually. UK-based Foster and Partners is working on the design of the development.

Other features for the proposed city – to be built on an island shaped like a figure of eight – include a Formula One race track, and 'hallyu town' – which will show

off traditional Korean entertainment to visitors. A series of artificial landmarks will also be built, including the 'Inner Circle' – a tubular 8.6m (13.8km) building along the city's coast, and the 'Mega Strip' – a 200m (656ft) high, 880m wide (2,887ft), and two mile (3.3km) long building that would be the largest architectural object ever built. Aside from the tourist attractions, City8 will also have government services, offices, plus permanent and temporary housing for up to 320,000. Scheduled to be completed by 2030, the city is to be located next to South Korea's busiest airport.

**Read more:** <http://lei.sr7a=v3G4e>

## Lowry Hotel - 'home' to Man Utd stars - sold to WHG



New striker Falcao is among the reported guests

Manchester's Lowry Hotel – currently thought to be home to several of Man United's expensive summer signings – has been bought by Westmont Hospitality Group (WHG) and investor Mount Kellett Capital Management for a reported £40m.

Newly-arrived United stars Marcos Rojo, Radamel Falcao and Angel di Maria have all been photographed at the five-star hotel recently. The 158-room hotel was sold by Rocco Forte Hotels and will now be operated by WHG, which is planning a refurb.

**Read more:** [http://lei.sr7a=W7r6R\\_S](http://lei.sr7a=W7r6R_S)



## Rhino poachers endanger South Africa's heritage sector, says politician

South Africa's President Jacob Zuma has been called on by a peer to bring an immediate end to rhino poaching, which is having a serious effect on South Africa and surrounding countries' heritage tourism.

Speaking at a parliamentary debate, former deputy environment minister and current leader of the United Democratic Movement party, Bantu Holomisa, warned that the poaching was taking its toll on the heritage tourism, one of South Africa's most lucrative sectors. More than 3,400 rhinos had been poached since 2006 in South Africa alone, mainly for their valuable horn. Of these, more than 1,000 have happened within the last year, while 2014's tally stood at 700 "and rising".

During the debate, Environmental Affairs minister Edna Molewa said rhinos had



Poachers kill rhinos for their horns, which are hugely valuable and sold on the black market

been "emblematic" of Africa and its people "since the dawn of time", calling the animals "intrinsically tied" to African heritage.

Molewa also spoke of a relocation plan for 500 rhinos in poaching hotspots, with a

number of interventions being put in place to bring an end to the poaching. South Africa has huge ambitions for tourism and is eager to preserve its star attractions.

**Read more:** [http://lei.sr?a=Q6u2T\\_A](http://lei.sr?a=Q6u2T_A)

## Whale shark pod becomes popular eco-tourism attraction

A pod of whale sharks in the Maldives is proving to be a hugely popular tourist attraction, with the creatures living in one of the country's 26 natural atolls – accounting for 3 per cent of all global tourism devoted to sharks.

In 2013, south Ari atoll, in the west of the country, attracted 78,000 overseas tourists – just under a tenth of the country's annual visitor numbers – coming for the specific purpose of whale shark excursions, generating large income for operators.

**Read more:** [http://lei.sr?a=a8r5k\\_A](http://lei.sr?a=a8r5k_A)



The giant creatures have become hugely popular



The halal tourism market is growing

## Halal tourism conference to spotlight travel trends

This year's international Halal Tourism Conference in Europe will launch an index of Muslims' travel habits and current trends, shedding light on a market said to be worth millions to the UK tourism industry.

The conference – which takes place in Andalucia, Spain, later this month – will unveil the Muslim Travel Index Europe 2014, which uses travel research to outline current travel preferences and perceptions among Muslim communities. The latest figures show the halal tourism sector was worth £84bn (US\$140bn, €106bn) in 2013, around 13 per cent of the global travel market.

**Read more:** <http://lei.sr?a=v8c2V>

## Singapore trials wearable tags following Disney success



Disney's MyMagic+ scheme is the inspiration

The Singapore Tourist Board (STB) is exploring radio frequency identification technology (RFID) – similar to that launched in Disney theme parks this year – to boost tourism spending and improve visitor experience.

Inspired by the success of the MyMagic+ wristbands at Disney World in Florida, the STB hopes the technology will make the visitor experience smoother and more enjoyable.

From November 2014 to January 2015, 1,000 tags and 20 detectors will track consumer behaviour at tourism sites.

**Read more:** [http://lei.sr?a=E3c6Q\\_A](http://lei.sr?a=E3c6Q_A)

# DESIGN NEWS

Danish harbour baths, the Louis Vuitton Foundation and a tower made of mushrooms



PHOTOS: © MARTIN SCHUBERT

• The platform ascends to a height of 138m, offering 360 degree views for up to 25 miles around Brighton

## Brighton's i360 finally underway

Work has begun on Brighton's, i360 tower, after the project secured £40m (US\$68m, €50.4m) in funding eight years after it was initially proposed. The team which designed and constructed the London Eye is reuniting to work on the project.

Designed by London-based Marks Barfield Architects, the i360 Tower - described as a 'vertical pier' - gained approval earlier this year from Brighton and Hove City Council, which provided £36.2m (US\$61.4m, €45.7m) in loans, with a further

### Project i360

Location: Brighton, UK

Design: Marks Barfield Architects

£4m (US\$6.8m, €5m) supplied by the project investment fund Local Enterprise Partnership Coast to Capital (LEPCC).

Dutch contractor Hollandia, France-based Poma and Jacobs Engineering Group - who all worked on the London Eye - are teaming up with local contractor JT Mackley and

structural engineers Hemsley Orrell Partnership on the build.

David Marks and Julia Barfield are investing an additional £6m (US\$10.2m, €7.6m) of their own money into the project, which is set to open in the third quarter of 2016.

Standing at 175m (574ft) high, the i360 Tower will allow views for 25 miles (40.2km) on a clear day. Visitors will ascend the tower in a moving pod, which will take 20 minutes to rise to the top, before descending using a vertical cable car.



PHOTOS: SIGNE FINE LARSEN

The structure accommodates different swimming and recreation areas and offers views of the harbour

Project: Hasle Harbour Bath

Location: Hasle, Denmark

Design: White Arkitekter

## New baths bring harbour swimming to Danish town

New harbour baths have opened in the Danish town of Hasle, on the island of Bornholm, as part of plans to revamp the harbour as a place for recreation.

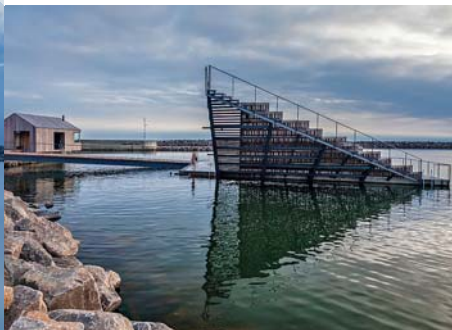
Designed by Swedish firm White Arkitekter, the bath consists of a wooden floating platform with two towers featuring seating areas and diving boards.

Bathing can take place in the shallow, enclosed basins of the platform, and swimmers can also dive into

the deep waters surrounding the floating bath.

A 25m ramp connects the bath to the shore, and while the slope of the ramp changes with the water levels, it is functional for disabled use within normal water level fluctuations.

A building at the ramp's landing contains a sauna, toilet and outdoor changing area. Both the building and the stair elements are clad with FSC certified Azobé timber boards.



Project: **Peninsula Paris**

Location: **Paris, France**

Design: **Degaine (restoration)**

## Peninsula Paris opens after four year restoration

The 200 bedroom Peninsula Paris has opened in Paris' 16th arrondissement, following a four year restoration project to transform the former congress centre into a luxury hotel.

Historic monument specialist Degaine was hired to restore the heritage building's exterior to its former glory. Forty stonemasons were employed to work on the elaborate exterior façade, while the restoration of the interior courtyards included entirely

deconstructing and recreating two of the four original towers.

Inside, specialist glider and restorer Ateliers Gohard handled repairs, gold leafing and hand painting.

The hotel features six restaurants and bars and a 1,800sq m Peninsula Spa.

Design features include the dramatic lobby, which features a glass sculpture by Luděk Hroch and the L'Oiseau Blanc rooftop restaurant with retractable roof.





The hotel is the Hong Kong-based Peninsula Hotels Group's first in Europe. It is situated close to the Arc de Triomphe







## Gehry-designed Louis Vuitton Foundation to open this autumn

Louis Vuitton's museum project, designed by Frank Gehry of architecture firm Gehry Partners, is nearing completion almost eight years after plans for the €100m (US\$132m, £80m) Paris-based attraction were first revealed.

Set to open in October, the 126,000sq ft (11,705sq m) Louis Vuitton Foundation – designed to resemble ‘a cloud of glass’ – includes 11 exhibition galleries dedicated to Vuitton's private collection, alongside a space for temporary exhibitions in addition to a 350-seat auditorium.

**Project:** Louis Vuitton Foundation

**Location:** Paris, France

**Design:** Frank Gehry

Terraces have also been constructed on the building's upper levels to provide views of the Jardin d'Acclimatation which Gehry says he used as his inspiration for the project. This is Gehry's first project in Paris since the American Center, which opened in 1994.

“With the Louis Vuitton Foundation for Creation, we wanted to create an exceptional venue for

art and culture in Paris,” said Louis Vuitton CEO Bernard Arnault. “This will place creation at the heart of the city, open dialogue with a wider audience and provide artists and intellectuals with a platform for debate and reflection.”

Frank Gehry added: “I am particularly honoured that Bernard Arnault and Yves Carcelle chose me to design and carry out the architectural project for this foundation, which will give concrete expression to years of exceptional patronage from LVMH and Louis Vuitton in favour of arts and artists.

Project: Hy-Fi

Location: New York, US

Design: The Living

## Biodegradable pavilion opened at Moma PS1

New York studio the Living designed a tower for MoMa's PS1 Gallery made from mushrooms and corn stalks, that, according to the designers, grew from nothing but earth and returned to nothing but earth, "with almost no waste, no energy, and no carbon emissions."

The Living won MoMa PS1's Young Architect's Programme, which challenges designers to come up with creative ideas for a temporary outdoor installation at MoMa PS1 that provides shade, seating and water.

The Living's winning project, Hy-Fi, launched at MoMa PS1 in Long Island City

in late June and was open over the summer.

It was built using a combination of organic and reflective bricks. The organic bricks were produced by New York start up Ecovative using waste corn stalks, which are harvested, chopped up then combined with specially formulated mycelium, a mushroom root material. This mixture is packed into moulds, and can then be used as a building material.

The Hy-Fi tower is the largest structure created to date using the organic bricks, which have mainly been used as packaging material up until now.

At the end of the tower's life, the reflective bricks were sent back for research and the organic bricks are being composted

## BIG to design safari zoo experience

Bjarke Ingles Group (BIG) has been commissioned to design a new form of enclosure at Givskud Zoo, Denmark called Zootopia.

Zootopia is a hybrid of a traditional zoo and a safari, which will be split into four different sections, three of which will be themed around the continents of Africa, Asia and the Americas, with a central plaza in the middle.

BIG said: "It is our dream – together with Givskud – to create the best possible and freest possible environment for the animals' lives and relationships

**Project:** Givskud Zoo, Denmark

**Location:** Givskud, Denmark

**Design:** BIG

with each other and visitors."

The sections of the attraction representing the three continents will each have a different mode of transport, allowing the visitor to 'fly' over the Americas (in a cable car), cycle or hike through Africa and sail across Asia.

The traditional caged aspects of the zoo will be hidden in a natural manner within the new landscape – allowing tailor-built

homes for the animals to blend with the overall design.

Linking all three 'continents' together, the Central Plaza will be circular, enticing guests to take a glimpse at the surrounding attractions. BIG is aiming to make this space an extension of the city, allowing freedom of movement and integration from a proposed square outside. The entrance will wrap around itself to create a natural entrance gate.

In total, the attraction will cover 1,200,000sq m (3,937,007sq ft) and the project is currently in progress. ●







Getting up close to the animals is a major part of the park (above). The circular Central Plaza will feature several vantage points, so that visitors can view the surrounding attractions (main picture)



# Nigel Walker

**He represented Great Britain as a hurdler and Wales as a rugby player, and now Nigel Walker is helping other athletes achieve in his role as national director for the English Institute of Sport. He talks to Magali Robathan**

**U**K Sport recently announced that it believes Great Britain can make history at the Rio Olympic and Paralympic Games in 2016 by being the first country to win more medals post hosting the Olympics and Paralympics.

It's an ambitious target, but there's no denying that Great Britain is flying high in terms of sporting success at the moment. The recent Commonwealth Games in Glasgow saw the home nations win 63 per cent of the medals in Olympic and Paralympic disciplines (including 77 per cent of the gold medals), the Sochi Winter Olympics were Team GB's best in terms of medals since 1924 and Team GB far outperformed its target of 48 medals at London 2012 with a total of 65 medals.

This success is not a matter of chance. The UK now has a very well funded elite sports system, and behind each athlete is a whole team of people – from coaches and physiotherapists to performance analysts, scientists and engineers – working to improve their chances of success.

This is where the English Institute of Sport comes in. The EIS – or the 'team behind the team' as it's often referred to – is UK Sport's science, medicine and technology arm. Introduced in 2002, the publicly-funded body now has more than 300 staff and delivers over 4,000 hours of sport science and medicine to around 1,700 athletes every week out of its network of high



Nigel Walker has been national director for the EIS since 2010

performance centres around the UK.

The organisation worked with 86 per cent of the Olympic and Paralympic medallists at London 2012, and 70 per cent of Team England, 30 per cent of Team Scotland and 35 per cent of Team Wales at the Commonwealth Games in Glasgow this year.

Next on the horizon, of course, are the 2016 Olympic and Paralympic Games in Rio, and the EIS is already working hard to prepare Great Britain's athletes for success.

Here we talk to EIS national director and ex athletics champion and rugby player Nigel Walker about how the EIS works, the athletes it's helped and its plans for Rio and beyond.

## How would you sum up the aims of the English Institute of Sport?

The EIS is there to provide support and intervention across science, medicine, technology and engineering; in short to make our athletes more equipped, better equipped, more robust and technically more proficient so that their chances of success on the international stage are increased.

Science covers strength and conditioning, physiology, nutrition, psychology, performance analysis, biomechanics, performance lifestyle and talent ID. Across medicine our work centres mainly around the provision of physiotherapy, soft tissue therapy and doctors. Our work within technology and engineering is mainly done with our partners – including BAE Systems and McLaren Applied Technologies – and is in those sports, predominantly, which have a vehicle of some description, such as rowing, canoeing, sailing, cycling, bobsleigh, and skeleton.

## Can you give an example of an athlete EIS has helped?

Lizzie Yarnold is a good example. Lizzie was identified by one of the initiatives we run as part of our Performance Pathways scheme [the Girls4Gold talent identification scheme is a joint initiative run by the EIS and UK Sport]. Once Lizzie had been selected as a skeleton athlete, we helped her with physiotherapy, strength and conditioning and all the science and medicine I've already talked about. We also helped to design her sled, and we designed her helmet and suit to



The EIS helped to identify Lizzie Yarnold and worked with her to prepare for Sochi 2014





In 1996 in Atlanta, Great Britain only won one gold medal. A lot has happened since. The biggest change has been the National Lottery. We're very well funded now



cut down wind resistance. Of course she went on to win a gold medal at the Sochi Winter Olympics.

#### What does your role as national director of the EIS involve?

My role is to set the direction of travel for the organisation; to make sure it's equipped to provide the support service we offer today, and that we also have an eye on the future four or eight years ahead. We haven't got Rio out of the way yet, but already we're beginning to plan for Tokyo 2020 and the PyeongChang Winter Olympics in 2018. We try to look at trends, and establish what changes might take place in sport. The world of sport is very different today than it was in 2004 in Athens, or even 2008 in Beijing. We've made changes, and are moving towards a more technical interface with sports, working together to identify what it takes to win and then ensuring the right expertise is applied to deliver results.

If I take you back to 1996 in Atlanta, Great Britain only won one gold medal. A lot has happened since then. The most significant change has been the introduction of the National Lottery in 1997; we are very well funded now. Back in 1986, if you'd said that in 2008 Team GB would win 47 medals, of which 19 would be gold, people would have laughed at you. If you'd said that four years later Team GB would win 65 medals or ParalympicsGB would win 120 medals, no one would have believed you. It's been a huge change.

#### How important is partnership working to the EIS?

It's very important to us. Our best known partnerships are with UK Sport, the national governing bodies of the various sports, the British Olympic Association and the British Paralympic Association. We also have partnerships with those involved in the facilities we operate out of such as Sport England and the landlords of the

### EIS SITES

Through its network of nine high performance centres across England, the EIS is able to provide athletes and coaches with access to high quality facilities that are specifically designed for elite athletes. English Institute of Sport's high performance sites:

- Sportcity Manchester
- EIS Sheffield
- Loughborough University
- Bisham Abbey
- University of Bath
- Alexander Stadium, Birmingham
- Lee Valley Athletics Centre
- Lilleshall National Sports Centre
- National Badminton Centre, Milton Keynes

The EIS also has a further nine partner sites

partner sites we operate out of, including Bath University, Loughborough University and Bisham Abbey.

Then of course we've got commercial partnerships for everything from nutrition products to engineering and software. These partnerships are vital to us, because they have the products and/or expertise we need. If you think of McLaren F1 and the speed those cars go, you can imagine the engineering and technological advances which McLaren have at their disposal which we couldn't otherwise afford. Our partners open up their facilities to allow us to test and stay one step ahead of the opposition. We also have academic partnerships with universities which allow us to further our understanding of performance questions in an applied environment.

We talked about Lizzie Yarnold and the aerodynamics of her suit and helmet. All of that work was done in partnership with other organisations.

#### Who takes the lead on your partnerships with McLaren and BAE Systems?

We've got a performance solutions team which is responsible for putting a team in place to work alongside sports to provide bespoke performance impacting solutions. Each performance lead within the team has three or four sports they work with. It's their job to identify with the sport what the performance solution will be to particular performance issues. The EIS will then go out and establish the best partnership to strike up to solve that issue.

Our research and innovations team has a series of partnerships with external providers who help develop solutions, test equipment and give us in-kind expertise or technology that will provide expertise or solutions that we simply couldn't provide in-house.

#### How has 2014 been for you?

It's been good. Sochi was the best Winter Olympics and Paralympics in living memory for Great Britain. Knowing that employees of the EIS have contributed to the success of those athletes is enormously gratifying.

We've also just come off the back of the Commonwealth Games where not just Team England, but also Team Wales, Team Scotland and Team Northern Ireland did particularly well.

Glasgow was fantastic. It's not just about the sport – of course that's very important – but also about the atmosphere and the camaraderie. People were beginning to question whether the Commonwealth Games had a future; the Games in Glasgow have very firmly answered that.

#### You started your career as a hurdler. What were the highlights?

I represented Great Britain on 30 occasions. I first competed in the Olympic Games in 1984 and was a semi finalist that year. I won bronze medals at the World Indoor Championships and the European Indoor Championships in 1987.



The EIS has worked with Ed Clancy (above) and Gemma Gibbons (below), who both won medals at the Commonwealth Games





## CASE STUDY

## Gymnastics' athlete profiling

The English Institute of Sport (EIS) sport science and medical team, working with British Gymnastics, have built an athlete profiling system to help inform individualised performance plans as well as collect a breadth of data they hope will inform their work over future Olympic cycles.

"We've been screening athletes for years" says EIS head of sport science and medicine for British Gymnastics, Louise Fawcett. "However, what we've been working towards over the past cycle is a profiling process, giving coaches and athletes immediate feedback and information but also storing data which could help inform work we do in four, eight, 12 years."

EIS physiotherapist Simon Spencer, who has worked closely with the team on rehabilitation and profiling, explains what profiling aims to give to the programme.

"Profiling provides an opportunity to identify intrinsic risk factors that may predispose an athlete to injury, the ability to establish potential links between the physical characteristics of athletes and injuries they sustain, and individualised performance targets for return to play following injury."

The process involves athletes being put through a series of tests by EIS practitioners working in

medicine, strength and conditioning, physiotherapy, performance nutrition and performance analysis.

The results are then fed back to athletes and their coaches within 24/48 hours, something the team says is vital in giving athletes a picture of where they are right now – as opposed to weeks or months down the line.

Spencer then reviews the data in an attempt to identify potential performance benchmarks before a more detailed meeting is held between sport science and medical staff and national coaches. These meetings help establish the significance of the data collected, potential links to performance and what work is required to achieve the agreed benchmarks.

"We're beginning to understand what physical abilities underpin elite gymnastic performance," explains Spencer.

"Some physical qualities help identify athletic competency and robustness and are capped at an acceptable level – once they are achieved, further improvements are unlikely to result in performance gains. Other qualities are directly linked to performance output where on-going development is an important part of the gymnast's overall training plan."

[www.eis2win.co.uk](http://www.eis2win.co.uk)



When I was an athlete, performance analysis was me remembering to ask my mum to tape my race to I could watch it afterwards



My personal highlight was probably winning bronze at the World Indoor Championships in 1987. I felt absolutely amazing on the day.

At the time, way before Lottery funding, I was working full time in the civil service. I was training eight or 10 sessions a week around my job. To be rewarded with a medal made me feel that all the sacrifices were worth it.

There were also plenty of low points. I fell in the semi final at the 1984 Los Angeles Olympic Games, I was injured for a large part of the 1988 season and therefore didn't get to go back to the Olympics in 1992. I came fifth in the Olympic trials in 1992, which prompted me to retire from athletics and take up rugby.

As a Welshman, I'd always had a yearning to play rugby, and had played as a teenager. I knew at that stage that I'd no longer be able to represent Great Britain at the highest level and at 29, it was a question of now or never, so I decided to throw my lot in with my local club Cardiff.

#### What was the highlight of your rugby career?

Playing for Wales. In 1994 we played France at home, after beating Scotland and Ireland. I scored the try that sealed the game against France and we went on to play the grand slam decider against England. All these years later, people still come up to me to talk about that game.

#### What did you do next?

I made my final appearance against England in 1998, then worked as a broadcaster for three or four years.



I worked for ITV, Channel Four and British Eurosport as an athletics commentator and rugby pundit. I joined the BBC as head of sport in 2001.

I worked for the BBC in various roles, including head of internal communication, until I joined the EIS in 2010.

### How did you get the role at the EIS?

I was on the UK Sport board from 2006 to 2010 so people were aware of me. I was asked to apply and was successful in my application.

At the time, I wasn't working in sport, although I was on the board of UK Sport. I was aware of the sea change that was going across the high performance system and I wanted to be part of it. There was a real shift in terms of funding, the attitude towards elite sport and the development of UK Sport's 'No Compromise' approach.

### What is the EIS doing to prepare for the Rio 2016 Olympic and Paralympic Games?

We're working very closely with the BPA and the BOA to prepare our athletes. I have to be a little bit coy about the details of what we're working on with

Walker retired from athletics in 1992 to pursue a second career as a rugby player for Cardiff RFC

them, but I can say that we're looking at wind direction, climate, humidity and suitable clothing for our athletes.

As soon as our athletes leave this country they will go to a holding camp either in Brazil or in some cases other destinations, in order to acclimatise them. We're helping to do a lot of the work involved in identifying those holding camps and the conditions the athletes are going to face in Rio.

### What are our chances of being the first nation to win more Olympic medals post hosting?

I think we've got an excellent chance. It's a very challenging target – you'd expect it to be, as no-one has ever done it before – but I think the sports are going to rise to the challenge.

We're two years away from the Rio 2016 Olympics, and we're better placed than we were two years away from the London Olympics.

That's not to say anybody's getting complacent, of course, but we are in a good position at the moment.

### What are biggest differences between when you were an athlete and today?

It's the level of support available. Today our athletes have 360 degree support from experts in performance lifestyle, psychology, physiotherapy, nutrition and so on.

I had a full time job outside of athletics and I didn't have any of those support services. My physiotherapist was the wife of a friend, nutrition was what my mum put on the table, performance analysis would be me remembering to ask my mum to tape my race so I could look at it afterwards.

### What are the biggest trends affecting the work of the EIS?

The biggest trend is probably in other nations becoming equally well funded, or bridging the gap in funding, and then putting in place a high performance system like we have in the UK.

### How do you spend your free time?

I'm married, and I've got three daughters, aged 21, 19 and 16 so I have my hands full. With the amount of travelling I do, just being at home is often relaxation enough. ●





Gymtopia is a community-focused initiative that tries to encourage charity work, volunteering and fundraising in the fitness industry

# A GOOD WORKOUT

**Gymtopia was set up with a simple aim - to spread the word about how the fitness industry is helping communities across the world. Here founder Ray Algar shares a few amazing stories**



**gymtopia**

**Gymtopia:  
a place where clubs  
do social good**

Gymtopia was conceived by founder and chief engagement officer Ray Algar, who believes the global health and fitness industry has enormous influence and potential to do good in the world, beyond its

immediate customers. The idea of Gymtopia is simple: to curate and spread remarkable stories in which the fitness industry uses its influence to reach out and support an external community in need. It was created with the generous support of five organisations: Companhia Athletica, Gantner Technologies, Les Mills, Retention Management and The Gym Group. Gymtopia received an Outstanding Achievement Award in the ukactive Matrix Flame Awards 2014.

Read more stories and submit your own: [www.Gymtopia.org](http://www.Gymtopia.org)

These stories first appeared in Health Club Management as part of an ongoing Gymtopia series showcasing best practice in corporate social responsibility

# GIVE BACK TO MOVE FORWARD

## PROJECT: THE MOVEMENT

**R**ecently I was undertaking some online research and stumbled upon an American search result that grabbed my attention: 'Charity-Driven Gyms Are Popping Up All Over The Country.' Gyms undertake acts of charity all the time, but these new gyms are different as charity is at the very heart of their business.

The Movement, a new boutique fitness studio in New York City, US, operates according to the philosophy of 'give back, move forward' – enjoying exercise while simultaneously helping others. It donates US\$1 per person per class to The National Brain Tumour Society, not just for a few days, but every day of the year. It's the first fitness business I've discovered that donates a portion of every single sale it makes.

### How the studio started

Jordan and Dana Canino are lifelong athletes who envisioned a studio that would make a positive difference to the lives of others. However, their definition of 'others' is far wider than the customers who attend the hybrid cardio, strength and yoga classes at the 297sq m (3,200sq ft) facility. They wanted to create a place where people were not only changing their own lives, but the lives of others.

### Deeply embedded charity

When a business aligns with a charity, there should be a compelling story behind the partnership. In the US, according to the National Center for Charitable Statistics, there are more than 1.5 million non-profit organisations. Many are worthy of support – so why did The Movement select The National Brain Tumour Society (NBTS) as its charity partner?

According to the NBTS, 700,000 Americans are living with a primary brain tumour and 69,000 more will be diagnosed this year. In my research, I



Jordan and Dana Canino founded a US fitness business that donates money to charity every time a person attends a class

discovered Andrea Canino, Jordan's mother, died of a brain tumour when he was just 18. This was a deeply personal cause, giving purpose and meaning to The Movement.

"Our hope is to start a true movement: when you give back, you're enabling yourself to move forward. It motivates people not only to go to a class and get their sweat on, but to help fight a terrible disease," he says.

### Impact to date

IHRSA data suggests there are more than 30,500 gyms across the US, with

## IN A NUTSHELL

Initiative by:

**The Movement** –  
[www.themovementfitness.com](http://www.themovementfitness.com)

Location: **New York, US**

Project status: **Ongoing**

Impact: **National**

Gymtopia keywords:

**Environment, Education,  
Health & Wellbeing,  
Medical Research**

boutique studios regularly popping up, so for a small studio only open since May 2014, it's already generating quite a media buzz. 'The Movement Ignites a Charitable Fitness Revolution', 'The Rise of Charity Driven Gyms', 'Five Fitness Studios That Give Back' are headlines that show how its philosophy has captured attention. The studio is currently only operating 30 classes a week, yet this already translates into a donation to the NBTS of US\$1,000 a month. When they reach 56–70 classes a week, then donations are expected to double.

### I dedicate this workout to...

I read an article about The Movement written by Heidi Kristoffer, a highly rated American yoga instructor.

In the article, she recalled a comment made by an instructor during a class she had attended at another gym: "If you feel like you can't do it for yourself, do it for someone else who needs this more than you do."

Kristoffer found the idea of mentally dedicating her workout to someone other than herself a very powerful concept. Now imagine this being amplified by everyone else in the class, across all classes, every day of the year.

"Sometimes we need to do things for ourselves, but often the power of doing something with the intention of helping the greater good, or just one other person, can be life-changing," she wrote. ▶



In 2011, Iron Tribe Fitness created the Workout for Warriors event to raise funds for Team RWB

## LIFE AFTER WAR

### PROJECT: TEAM RED, WHITE & BLUE

Imagine you're a 23-year old soldier deployed to western Afghanistan. Every day, your life – and those of your comrades – depends on you bringing your 'A game' to the battlefield in pursuit of the shared mission. You're a valued part of a team and, if the day came when you had to sacrifice your life in pursuit of the mission, or to protect a comrade, you'd do it – all would – because you're a team.

But what happens when the mission ends and it's time to return home to life as a civilian? Life after war should be a far simpler mission, but for far too many US military veterans it's one they're poorly equipped to deal with. Adjusting to the rhythm of civilian life becomes a daily challenge because it now lacks purpose, and those unique skills acquired and honed on the battlefield are not in demand here. For many, this can lead to depression and addiction to alcohol and drugs.

#### Step up Team RWB

Mike Erwin, a US Army major, had the foresight to recognise that the reintegration of war veterans into civilian life would become increasingly challenging given the rise in overseas deployments; an estimated one million US military personnel will retire or separate from the military in the next five years.

So Team Red, White & Blue (Team RWB), a non-profit organisation, was founded in 2010 with its own mission: to enrich the lives of America's veterans by connecting them to people in their community through physical and social activity.

War veterans often report feeling 'disconnected' when they return home; Team RWB's vision is to increase the connection between America's combat veterans and their communities.

#### Team RWB Chapters

The organisation has created local groups, which are known as 'chapters',

across the United States. These chapters host regular activities that provide an opportunity for veterans and the community to come together.

This can be any type of activity, such as a weekly running group, hike, ball game or post-race gathering, where other war veterans meet each other – but, more importantly, it is where they meet members of their local community, because it's the sense of belonging that the veterans truly crave.

#### Enter Iron Tribe Fitness

Iron Tribe Fitness is a fast-growing American functional training brand that was also founded in 2010. Iron Tribe Fitness does not have members or clients but 'athletes', and there are just 300 of them at each gym. These small 'tribes', drawn from all parts of a local community, meet as a group for 45-minute classes based on a simple system of full body movements in addition to personal coaching.



Team RWB is organised into local 'chapters'. Activities are arranged that are designed to bring veterans and local communities together



Iron Tribe Fitness operates by the philosophy that fitness has a greater purpose, and its gyms are a platform to help others



### A purpose beyond fitness

Forrest Walden founded Iron Tribe Fitness, and from the outset believed the organisation possessed the ability to achieve more than merely transforming the lives of its own 'athletes'. It operates by the philosophy that fitness has a greater purpose, and its gyms are a platform to help others.

"Yes, it's to teach healthy lifestyles. Yes, it's to be a leader in results-based fitness. Yes, it's to encourage fellowship within our tribe and global community. But it goes beyond that. It's to make a real, tangible difference in the lives of the downtrodden, by partnering with local and global charities. Our venue to do this, of course, is Iron Tribe Fitness. Together we can touch those lives," Walden says.

### Two school friends re-unite

Jim Cavale joined Iron Tribe Fitness in 2010 as chief operating officer and is a lifelong friend of Mike Erwin, the

### IN A NUTSHELL

Project by:  
**Iron Tribe Fitness**  
(Alabama, US)  
Website:  
[www.irontribefitness.com](http://www.irontribefitness.com)  
Project status:  
**Ongoing and long-term**  
Charity supported:  
**Team RWB**  
Impact: **National**  
Gymtopia keywords:  
**Education, Health & Wellbeing**

founder of Team RWB. The two organisations began discussing whether they could form a collaboration and quickly realised that they were a perfect fit.

In 2011, they kickstarted their partnership with Iron Tribe creating an event called Workout For Warriors, dedicated to military personnel, past,

present and future. This involves Iron Tribe Fitness athletes coming together to complete military-style exercises in 11-minute stints, representing the 11 November Veterans Day.

The inaugural 2011 Workout For Warriors raised US\$30,000 for Team RWB. This event is now repeated annually, taking place every 11 November, as well as on Memorial Day (the last Monday in May) across all Iron Tribe Fitness gyms.

### Workout for Warriors

As Iron Tribe Fitness grows, so does Workout for Warriors. With 33 gyms now open, approximately US\$150,000 has so far been raised to support the work of Team RWB. However, Iron Tribe Fitness wants the idea to spread, and so Workout for Warriors is now run by other American gyms (under a revised name: Workout of the Day with Warriors), thereby raising more funds for Team Red, White & Blue. ▶



Supplying manpower for community garden projects is one of GoodGym's popular missions

## RUNNING FOR A REASON

### PROJECT BY: GOODGYM

**G**oodGym asks: 'How do we make the act of running more purposeful and socially useful?'

Instead of running around a park, a GoodGym runner embarks on a mission to do some good in their local community, either alone or as part of a group. Rather than run straight past that nursing home, why not stop and spend time with someone who's craving companionship? Now the act of running is no longer a self-centred act but a generous and compassionate one.

#### How it started

Back in 2008, Ivo Gormley, an enthusiastic amateur runner, was thinking about how to encourage more people to volunteer. Volunteering could be made easier if it could be integrated into already busy lives. He realised the physical activity a person did could be channelled into doing social good. It flipped the idea of running to serve ourselves into running to serve others.

#### Making a run more purposeful

The simple idea was to connect a person's run with a visit to an elderly member of the community, offering



▲ Time for a cuppa: GoodGymmers aim to help break the monotony of a lonely pensioner's day

companionship as well as bringing them a small gift (£1 or less), such as a newspaper or a treat from the local bakery. The home visit is not long, ranging from 10 minutes to an hour.

Duration is not the important measure here – it's the personal connection that helps break the long periods many elderly members of our communities spend alone and isolated.

#### Becoming a GoodGym member

Runners of all abilities register on the GoodGym website and select from London or Bristol, where the project currently runs. Members need to have a criminal record check due to contact with vulnerable adults and be over 18.

Working with the NHS, charities and community centres, GoodGym matches runners to a housebound elderly person who'd like a regular visitor. Runners commit to at least one weekly run.

### IN A NUTSHELL

Initiative by: **GoodGym** –

[www.goodgym.org](http://www.goodgym.org)

Location: **UK**

Status: **Ongoing**

Impact: **National**

Gymtopia keywords:

**Environment, Health & Wellbeing**

#### From one to many

As GoodGym develops, it includes more projects in the community. GoodGymmers in Bristol have done community gardening and helped homeless shelters, and GoodGymmers in London have helped a hospital to create a new vegetable garden.





## ON THE BALL

### PROJECT BY: HUKKA

In April, I opened an email from Anna Rounaja, CEO of the Hukka fitness club in Finland. Rounaja was writing with the story of how her club's used squash balls were helping children with autism to better cope with their disability.

#### A basket of balls

Among the extensive facilities at the family-operated Hukka club are its four squash courts. With 3,500 members and a thriving squash community, the club gets through more than 2,500 balls each year. One day, Rounaja asked members to begin leaving used balls in a basket, thinking they could be put to a second, useful purpose.

#### Enter Facebook

Hukka has been on Facebook since 2010 and has 5,660 fans. Rounaja posted pictures of the basket of balls and set a challenge: create a new purpose for them. People began posting suggestions, but none were compelling enough. Then came the winning idea: a special needs teacher suggested the balls could create a 'ball blanket', a sensory stimulation aid for calming children suffering from autism and other developmental disabilities.

#### IN A NUTSHELL

Initiative by: **Hukka** – [www.hukka.net](http://www.hukka.net)

Location: **Finland**

Status: **Ongoing**

Impact: **Local**

Gymtopia keywords:

**Health & Wellbeing,**

**Helping Children**

Charity supported: **Various**

The blankets have proven therapeutic effects for children with autism, helping to relax and soothe them and reducing the time it takes them to fall asleep. Rounaja says: "They don't know the borders of their own bodies – it's one of the reasons they find the world overwhelming. The blankets adapt to the child's body and calm them, as though they are being hugged."

Normally these blankets are filled with plastic or glass balls. They are complicated to make, and medically certified blankets are expensive.

#### Enter the furniture maker

Rounaja went to a local furniture maker with the idea of producing the

▲ The idea for sensory blankets came from Facebook. The 'ball blankets' have been shown to help relax and soothe autistic children

blankets, using her donated squash balls. The company was enthusiastic and agreed to get involved.

It now produces blankets for Hukka members, parents and local schools. The charge for the blankets is to cover costs, but just £118 (US\$200) rather than the £570 (US\$960) charged by specialist suppliers.

#### Altruistic creativity

This is a beautifully simple project, using what a club already has in abundance. It also shows how Facebook can be used as an idea generation platform, allowing members to contribute and become more deeply involved with their clubs. The Hukka club now publishes Facebook updates showing children using the blankets and the difference that they are making to them.

Let's also not forget how quickly altruistic acts can spread. This story has now been picked up by organisations across Europe and the United States. It's proof that thinking about others can pay off on so many levels. As Rounaja says: "I wasn't expecting something this great. It opened my eyes and makes me feel so warm inside – maybe the same feeling the kids get by using the blanket." ●

# SINGAPORE SPORTS HUB

The Singapore Sports Hub, with its motto 'where Singapore comes to play', includes the republic's new 55,000-capacity National Stadium and a host of other world class venues. Tom Walker takes a closer look at the S\$1.3bn project

Opened in June 2014, the S\$1.87bn (US\$1.49bn, £878m, €1.07bn) Singapore Sports Hub – a fully integrated sports, entertainment and lifestyle complex – is set to become one of South East Asia's premium sports venues. Billed as the region's largest ever public-private partnership project, the aim was to create a world-class facility in which Singaporeans can watch, play and learn about sports – while creating opportunities for local sports and tourism businesses.

As well as international competitions and other spectator events, the hub offers community programming, "experience sport" initiatives and public facilities for everyday use. The impressive range of sporting facilities is supported by clusters of hospitality, retail and other support services – including a retail mall, restaurants, a library and a sports museum.

## ALL ABOUT THE VISION

The idea of creating the sports hub was first mooted in June 2001, when the Committee on Sporting Singapore (CoSS) delivered the central government a report consisting of 40 recommendations on how to grow the country's sporting sector. The sports industry had been identified as a key growth market and one in which Singapore could become a leader within the South East Asia region.

The impact of the CoSS proposals was immediate and it transformed



The new landmark national stadium

the way the government perceived and invested in sport over the next decade. To implement the report's proposals, the government ring-fenced S\$500m (US\$490m, £400m, €237m) worth of funding, which it planned to invest over a five-year period. Among the first projects to receive funding were the planning process of the flagship Sports Hub and the creation of a Singapore Sports School (SSS).

The SSS was the first project to be completed (in 2004) and at the time was the region's first higher education institution to offer an integrated academic and sports programme.

Following the planning stage and a tender process, the government awarded the development contract of the Sports Hub to Singapore Sports Hub Consortium (SSHC), led by Dragages Singapore Pte. SSHC was given a 25-year contract with the Singapore Sports Council to design, build, finance and operate the facility.

Work on the stadium (and the hub) was initially scheduled to begin in 2008, but the global economic crisis and the resulting increases in construction costs delayed the project. Construction work finally began in 2010.

## THE MAIN EVENT

Located on a 35-hectare site in Kallang, the hub is well connected to Singapore's Mass Rapid Transit Network and as a result benefits from low-cost, hassle-free access to each venue. The centrepiece of the hub is the new 55,000-capacity National Stadium that offers spectacular views of the waterfront and city skyline. Masterplanned by AECOM, the venue was designed in partnership by global sports architects Arup Sports and local firm DP Architects. The site is situated at the old National Stadium, which was closed in 2007 and demolished in 2010.

The multi-use stadium can be configured to host a range of sports, and the venue is being marketed as the only major venue capable of hosting international football, rugby, cricket and athletics. For this, the lower spectator tiers are movable and can be adjusted by up to 12.5m back to provide extra playing surface.

Sustainability is at the heart of the stadium's design. The stadium's retractable roof has been made out of Ethylene tetrafluoroethylene (ETFE) and the energy efficient bowl cooling technology used is among the first of its kind in the world. ▶



The new National Stadium (above) is the centrepiece of the Hub. The OCBC Aquatic Centre (below) includes two 50m pools





PHOTO: S&amp;P

The hub is located on the Kallang Basin waterfront, adding a perfect environment for water sports to the complex

Clive Lewis, Arup's design leader for the project, says: "It's common for sports stadia to be on the outskirts of cities, accessible only by motorways. As part of its long-term plans to encourage sports across Singapore, the government wanted the new national stadium to be a part of everyday life. To make this a reality, the stadium is set in a 35-hectare sports precinct next to the city centre.

"We designed the stadium as a dome spanning 310m. Not only is it wide, the ultra-thin shell roof is also energy-efficient. The stadium is a model for tropical climate design. It features an innovative energy-efficient spectator cooling system that delivers cooled air to every seat in the stadium. These pockets of cooled air will reduce energy use significantly, compared to a more conventional cooling system."

## SUPPORTING ACTS

The two other major venues close to the stadium are the OCBC Arena and the Indoor Stadium. Both are existing venues which have undergone significant upgrades and redevelopments. First opened in 1989 at a cost of S\$90m (US\$72m, £53m, £43m), the 12,000-capacity Singapore Indoor Stadium served as part of the government's first urban regeneration project in the late 1980s. The plan was to revitalise the urban landscape in Kallang as well as provide a world-class venue to meet the leisure needs of the people. Designed by Japanese architect Kenzo Tange, it has gone through a radical transformation to bring it up to modern requirements.

Redevelopment work on the Indoor Stadium – completed in 2013 – has

**The hub delivers on the Singapore government's mission statement of providing a space which will catch the public's imagination and improve activity levels**

made it more adaptable and it now has a new flexible configuration that scales from 4,000 to 12,000 spectators. This solution allows the venue to host anything from national sports events to high-profile international events.

Within a short walk from the National Stadium is the OCBC Arena, dedicated to community sport and smaller-scale regional and national competitions. The arena consists of six halls over two levels that are designed to be scalable in size and will cater for an array of indoor sports events for both NGBs and the general public. Laid out as two multi-purpose modules flanking a central public atrium, the design allows for simultaneous use of the six sports halls. When in competition configuration, it will have a capacity of 3,000.

## WATERY PURSUITS

The hub houses two new water sports centres – the indoor OCBC Aquatic Centre and the outdoor Water Sports Centre. The newly built aquatic centre, designed by Arup, includes two Olympic-size, 50m swimming pools and a diving centre. On non-event days, it's open to the public and includes a water leisure area with learn-to-swim pools and a surf pool. The aim is to host international championships as well as local and regional events.

The Water Sports Centre, offering canoeing, kayaking and dragon boating,

is set to become the new HQ for all of Singapore's elite boating teams and will also house the relevant NGBs.

## SPORTING LIFESTYLE

What makes the complex unique is the number of sports-themed entertainment and leisure options that support the events venues. The Sports Promenade features a 900m sports and recreational space around the National Stadium and is Singapore's largest, fully sheltered civic space. Open to the public all day, the elevated platform acts as an urban park and connects the hub's venues.

The promenade is surrounded by a number of community areas which provide a myriad of sports and activities – a number of hard courts for racquet sports and basketball; a skate park; lawn ball areas; climbing walls; beach volleyball and cycling paths. Elsewhere, the visitor centre – which also houses a sports library and sports museum – is located outside the main transport station. Across the promenade from the visitor centre is the main, 41,000sq m retail and food zone.

Lawrence Wong, minister for culture, community and youth, is confident that the hub will catch the public's imagination. "It is a place for all Singaporeans to enjoy and to live better through sports," he says. ●

This feature first appeared in Sports Management, Issue 2 2014





The complex is an integral part of the Singapore government's plans to strengthen the country's status as a destination for sport





# ACTIVE DESIGN

Jacqueline Bennett looks at whether, by adopting a new approach to design and city planning, we can make our cities – and their populations – well again

Even Mick Cornett, the enterprising mayor of Oklahoma in the US, couldn't have envisaged the huge impact his 'We're going to lose a million pounds'

campaign would have on the city when he launched the initiative in 2008 ([www.thiscityisgoingonadiet.com](http://www.thiscityisgoingonadiet.com)).

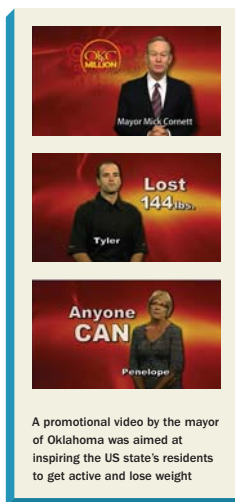
After 18 months – with local restaurants providing healthier options and sports facilities offering special discounts – the city's residents had collectively lost half a million pounds in weight. But it was only after citizens agreed a seven-year, one cent increase in sales tax to fund new bike lanes, sidewalks, hiking trails, ice rinks, green spaces and wellness centres that the city finally reached its target in 2011.

Oklahoma reputedly now has the highest adult employment rate of any city in the US. Firms are keen to invest and relocate there because the workforce is so much fitter than in other cities. Not only has the city become healthier, it has become wealthier too.

## Evidence and policy

Much is now being written about active design – designing, constructing and managing our environment in such a way as to encourage people to be active (see HCM March 14, p5). It's an exciting idea and one that has had a long genesis in town planning in the UK.

The National Planning Policy Framework (NPPF) demonstrates how the planning system can play an important role in promoting healthy



communities, leading to reductions in health inequalities, better access to healthy food, reduced obesity, more physical activity, better mental health and wellbeing, and improved air quality.

Meanwhile recent major reforms to planning and to health and social care – notably the National Planning Policy Framework 2012, the Health and Social Care Act 2012 (which created local Health and Wellbeing Boards) and the Localism Act 2011, which ushered in neighbourhood planning – now

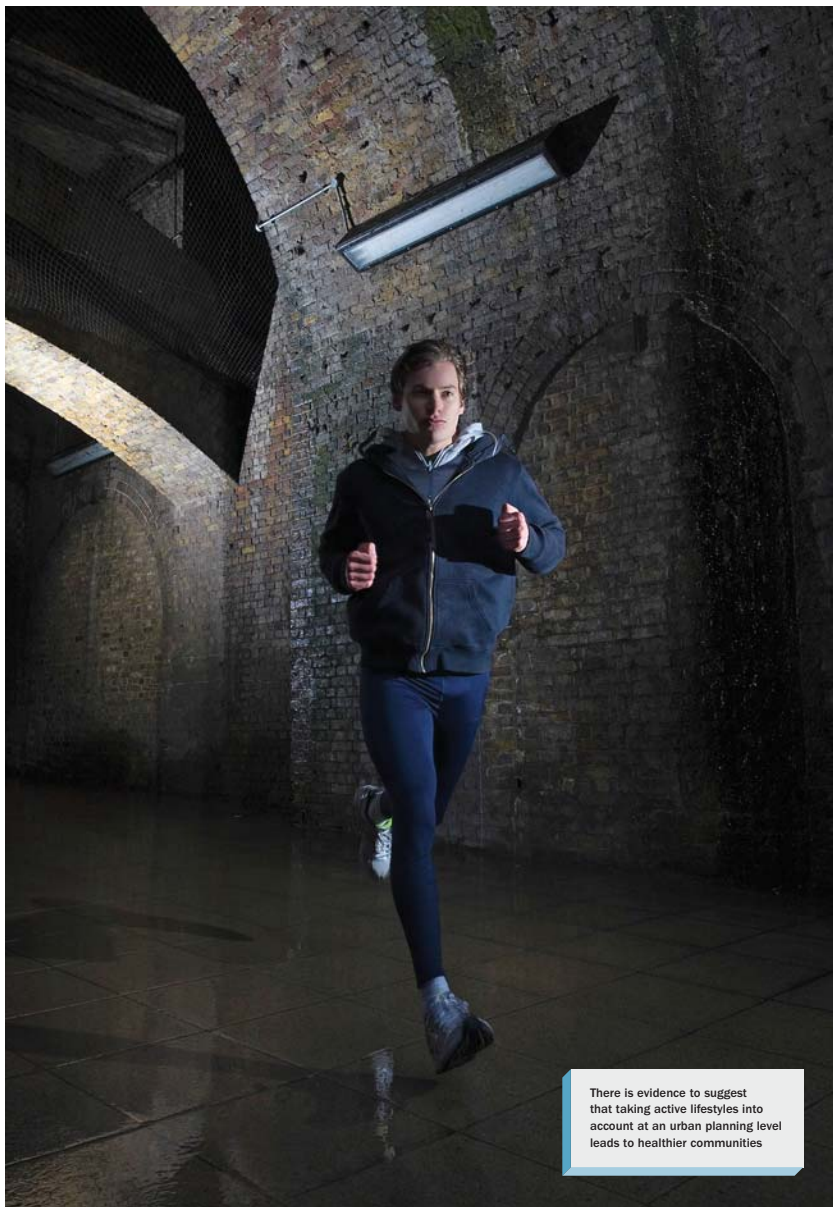
present many opportunities for joined-up thinking to improve people's health.

These opportunities have been highlighted by, among others, the Town and Country Planning Association through the *Reuniting Health with Planning: Healthier Homes, Healthier Communities* report. This report offers an overview of how local authorities can improve health and reduce health inequalities by bringing together related disciplines such as housing, transport planning and regeneration. It includes a section designed to help identify links between public health objectives and how places can be shaped to respond to them.

Alongside growing statutory endorsement of the benefits of better town and city planning for improving health, fitness and quality of life, a raft of other documents and initiatives have emerged. In 2003, CABE Space – a specialist unit of CABE – was set up to champion the importance of urban public space, particularly parks and green spaces, in improving quality of life.

Meanwhile, in what has turned out to be a prescient document, Sport England published *Active Design: Promoting opportunities for sport and physical activity through good design in the mid-2000s*, integrating agendas around design, health and transport and setting out many examples encapsulating the three design objectives of improving accessibility, enhancing amenity and increasing awareness.

In its *City Health Check* – published in 2012 and analysing health problems correlated to the amount of green and public space available in London and England's eight 'core cities' – the Royal



There is evidence to suggest that taking active lifestyles into account at an urban planning level leads to healthier communities

**“Even small changes to design can have a huge knock-on effect in terms of getting people active.”**

Institute of British Architects (RIBA) found the areas of the UK's cities with the poorest health outcomes are those with the least green space. Moreover it's the quality of streets and parks, as much as the quantity, that encourages people to walk more.

Then there's the Design Council in the UK, which is championing its own Active by Design campaign – including a conference in London next month – to address the serious health issues facing us, brought on by a lack of physical exercise and poor diet. It aims to be a catalyst for change, finding new links and connecting aspects of the planning system, health service and the built environment sector, both public and private, where few currently exist.

There's a plethora of advice and guidance around improving our environment to benefit health and wellness.

### Theory into practice

So how is all this manifesting itself in practice? Initiatives range from the quirky – such as designing stairs to look like piano keys – to the grandiose, such as the High Line in New York, US, where the old elevated railway track in lower Manhattan has been resurfaced and turned into a green walkway.

Meanwhile the Movement for Liveable London campaign is aiming for a more pleasant and healthy city by changing the way people move around it. This sits in line with Sport England's Active Design report, which talks about linking popular “everyday activity destinations” – so that's shops, schools, doctors' surgeries and main workplaces – via cyclepaths and good, pedestrian-friendly walkways.

Another example is Living Streets' Fitter for Walking programme, funded through the Big Lottery's Wellbeing Programme, which has provided support and information to residents and



**There's been a huge increase in the number of running groups, clubs and events, showing the public thirst to be more active**

promoted small-scale enhancements to streets in selected city areas in the UK. Increases in walking were recorded within almost all the targeted areas.

### Connect the existing network

Now, when we build anything new, we need to be aware of the enormous possibilities out there, and how even small changes to design can have a huge knock-on effect in terms of getting people active. But equally, we must not lose sight of the facilities we already have and how we can integrate them into the brave new world of active design, ensuring they are both viable and sustainable.

For example, the facilities laid out in our traditional recreation grounds

during the mid-20th century – typically a couple of football pitches, a cricket square, some tennis courts and a bowling green – represented a ‘keep fit’ package then aspired to, which suited people's way of life. It would be taken for granted that you would cycle or walk there, although rarely along special cycleways or footpaths. However, their pattern and level of use is changing: for example, there's a trend away from grass surfaces for adult 11-a-side football towards small-sided soccer on artificial grass pitches. There's also a drop-off in demand for outdoor public tennis courts and bowling greens, leaving some of them sadly under-used.

Parallel to this, there has been an explosion in the number of running and cycling groups, clubs and events now taking place throughout the UK, catering for all levels of ability and demand.

Recreation grounds have adapted to some extent: adding children's play areas, changing tennis courts to multi-use games surfaces, installing



floodlights to extend hours of use and constructing 'trim trails'.

But although there's still a range of funding sources for developing and improving sports facilities, particularly for the voluntary sector, local authorities have seen their budgets for provision, enhancement and maintenance severely reduced, and also have fewer personnel to promote, supervise and manage them. Meanwhile, well over half of all sports facilities are located on school, college and university sites; we need to encourage their use by the wider community, not only to make the best use of resources but also to show young people that being active is important for their whole life.

We need to link all these existing facilities in to the Active Design movement, and try to bridge the divides that exist between fitness and sport, between indoor and outdoor facilities and between public, educational and commercial sites. It's wonderful to have new cycleways and footpaths, but

wherever possible let's try to link them to other existing activity destinations – sports centres, outdoor and indoor pools, astro turf pitches, grass pitches, tennis courts, allotments, beaches, rivers and school sports facilities.

We can use open space in parks more effectively too, by providing sheltered seating and meeting points, water fountains and outdoor showers, measured walking tracks, wildflower meadows and healthy food outlets. Many such projects are being funded through the Fields in Trust (formerly the NPFA) and its Queen Elizabeth II Fields initiative, which set out to permanently protect outdoor recreational spaces.

On a positive note, some sports centres are already using health sector funding to provide bicycles and setting up local cycling networks; others are increasingly used as bases for running and cycling events. But as further food for thought, how about converting disused tennis courts to small allotment areas? Co-locating facilities in this way

Some of the documents referenced in this feature can be found online:

■ **Reuniting Health with Planning: Healthier Homes, Healthier Communities**

[www.health-club.co.uk/TCPA](http://www.health-club.co.uk/TCPA)

■ **Active Design: Promoting opportunities for sport and physical activity through good design**

[www.health-club.co.uk/sportengland\\_activedesign](http://www.health-club.co.uk/sportengland_activedesign)

■ **City Health Check**

[www.health-club.co.uk/cityhealthcheck](http://www.health-club.co.uk/cityhealthcheck)

can bring many benefits in terms of increased use, more revenue, improved sustainability and better supervision.

### Maximising use

In its City Health Check document, RIBA recommended the production of Healthy Infrastructure Action Plans in local authorities that comprise less than 50 per cent green space and/or have a housing density of over 5 per cent, with the idea that these might be partly funded through the Community Infrastructure Levy.

A spin-off from this could be the creation of fitness trails that set out measured routes by foot or bicycle linking 'activity destinations', with opportunities to stop off along the way. It would be great to encourage people using these to become volunteers and responsibly monitor use of facilities, so that as well as benefiting their own health, they are helping others.

Indeed, some local authorities are already training volunteers to check for litter and damage to play areas and paddling pools, so they can notify the local authority if there's a problem to attend to, thus making more efficient use of maintenance staff's time.

As well as taking responsibility for our own health, we need to take responsibility for our active environment, as in this era of reduced public sector expenditure we risk losing any sports and fitness facilities we don't use. There are already many wonderful opportunities out there – let's encourage their use as effectively as we can. ●

# COOL CUSTOMER

Vasper, a hi-tech training system based on cooling and compression, has been designed to deliver the benefits of anaerobic exercise without high intensity effort, finds Katie Barnes



PHOTO © GORDY PICKENS

US Olympic triple jumper  
Erica Ashley McLain used  
Vasper for rehabilitation  
following a serious injury



**W**ith more science coming into the world of exercise, and consumers tuning into the importance of lifestyle and health choices, savvy operators should make sure their fitness offering is up to date.

One of the latest pieces of cutting-edge equipment that's grabbing the attention of NASA and Olympic athletes is Vasper – the name stands for vascular performance – which uses cooling and compression systems to accelerate the activation of fast twitch muscles, placing them in an anaerobic state without the normal wear and tear associated with a longer workout.

But it's not just for astronauts and elite sportspeople. Vasper has been created to optimise the health of any user at any level of fitness.

## HOW IT WORKS

Designed by Peter Wasowski, an entrepreneur from Hawaii, the Vasper workout consists of a 20-minute intensive interval fitness programme, tailored to people's abilities, on a recumbent bike. Sounds normal so far... but there are two hi-tech features that make all the difference.

■ **Compression.** Patented Vasper technology includes compression cuffs filled with cool liquid. According to Wasowski: "The cuffs place gentle pressure on the muscles of the upper arms and thighs to activate the fast twitch muscles and place them in an anaerobic state which, in turn, increases lactic acid. The build-up of lactic acid pushes the brain into a rebuild and recovery state, so it cranks up the production of anabolic hormones such as human growth hormones (hGH) and testosterone."

These extra biochemicals help build muscle tissue, as well as being responsible for other benefits associated with intense anaerobic exercise, such as fat loss, increased muscle growth, restful sleep and greater energy.

■ **Core body cooling.** As well as the cuffs, the Vasper system includes a



Vasper inventor Peter Wasowski

**Aerobic exercise  
is only possible through  
weightlifting or high  
intensity interval training  
which many people either  
can't or don't want to do**

cooling vest, copper footpads and helmet. These are filled with chilled liquid to keep the body's core temperature lower during exercise. Clients can push themselves harder without sweating. It also means that fatigue is less likely to set in – as it does when the body's temperature rises – and strength, endurance and cognitive functions don't deteriorate as rapidly, if at all.

After the exercise, users rest for 10 minutes on a liquid-cooled mat to flush out lactic acid, lessen fatigue and maximise the benefits of the workout.

## THE BENEFITS

Wasowski says the Vasper system has been "designed to reproduce the effect of a high-intensity anaerobic training session, but with less effort and physical damage." He adds: "Anaerobic exercise is traditionally only possible through heavy weightlifting or high-intensity interval training, which many people either can't perform or don't want to."

He adds that the system should be used to complement existing workouts rather than replacing them.

## UPTAKE TO DATE

For the moment, members of the public can only try Vasper at its offices in Silicon Valley, California and Hawaii, USA. Prices for a 30-minute session start at US\$35 (€26, £21), but a number of different packages and memberships are available. Once funding has been raised, the idea is to roll out the system to rehabilitation centres and corporate clients.

The company's corporate clients include Google, which installed Vasper at its California headquarters in May. It's also being trialled by a number of athletes who've written testimonials on the Vasper website.

Patrick Marleau, the star of the San Jose Sharks ice hockey team, says: "Within 20 minutes of my first use, I had the endorphin rush that you usually only achieve after a much longer workout. It helps with my recoveries after strenuous workouts... When I do Vasper before my workouts, I have some of the best workouts."

Another advocate is US Olympic triple jumper Erica Ashley McLain (pictured), who used Vasper after a serious injury. She says: "I was told I'd never run again. A year later, I posted the top triple jump distance in the US. I feel confident that adding Vasper to my standard rehabilitation programme helped me beat the odds of my injury and helped me recover faster than any of my doctors expected."

In 2011, Vasper also signed a three-year agreement with NASA. Astronauts have to exercise for a least four hours a day in space to prevent muscle and bone loss, and NASA is interested in seeing how using the Vasper system might reduce these workout times.

Dr Jeffrey Smith at the NASA Ames Research Center told CBS San Francisco: "We're not here to endorse [Vasper], but we want to understand what they're doing, how it's scientifically possible, and what the potential of this technology might be for NASA." ●

This feature first appeared in Spa Business, Q3 2014

# THE ART OF COLLABORATION

**Huge, green and grumpy - Shrek is an evergreen IP in more ways than one, and Merlin's new attractions are sure to be a global crowd pleaser. Alice Davis finds out what it's like to work with DreamWorks on the popular franchise**

**F**alling for the perfect intellectual property (IP) can be the start of a beautiful – and lucrative – relationship. When in February this year Merlin Entertainments announced a deal with DreamWorks to create six Shrek-themed midway attractions, it was a sign of a blossoming romance. There's more to it, though, than throwing money at an IP holder and running off with the spoils. Like any successful relationship, it needs to be nurtured and based on the foundations of communication, mutual respect, the

ability to get along and – who knows – even have a good time together.

Merlin's creative team, Merlin Magic Making (MMM), headed up by Mark Fisher, has been driving the DreamWorks partnership since they worked together on the live Madagascar show staged at Chessington World of Adventures in the UK in 2012 and Heide Park, Germany, the following year. Things have developed organically – though purposefully – thanks to Fisher's strategic consolidation of all their IP business, bringing it under one

Mark Fisher joined the Tussauds Group in 1991 and Merlin in 1995. He was part of the original buyout team from Vardon





## THE GREEN OGRE IN ALL OF US

We asked Jonathan Linn, head of location-based entertainment at DreamWorks Animation, what's happening behind the scenes of the upcoming Far Far Away Adventure

### What's most exciting about the Shrek-themed attraction?

We are very excited as this is the first attraction of its kind for our globally beloved Shrek franchise. Fans and guests will have the chance to interact with many of their favourite characters in a unique and exciting way, including custom animation, special effects, a 4D experience and live entertainers.

### What makes the Shrek franchise translate well into a global attraction?

Shrek is an international brand and there really is a little bit of the green ogre in all of us. People respond to him as he is an unlikely hero who feels like a dear friend.



### How closely are DreamWorks' designers working with Merlin on the attractions?

Merlin's and DreamWorks' creative teams have been collaborating for the last year to design the most innovative, adventure-packed and fun-filled attraction. In fact, the DreamWorks creative team is led by the actual film makers who brought Shrek to the big screen. They have been working very closely with Merlin's creative teams to bring the animated land of Far Far Away to life for fans and guests around the world.

### What are the biggest challenges to creating an authentic Shrek world?

One of the exciting challenges of the project is how we will immerse the guests fully into the experience. Attention to detail is also crucial in bringing Shrek's animated world into ours.

### Can you provide a brief overview of the planning and design process?

DreamWorks and Merlin are working to provide a fully immersive experience combining animation, special effects and live entertainers. We're delighted to be working with Merlin, a global leader in creating unique, memorable and rewarding visitor experiences around iconic brands.

### Can you give us some clues about the content?

We don't want to tease you with a spoiler alert right off the bat! Rest assured that fans and guests will find the same great level of comedy and attention to detail in the attraction as in all of our Shrek films.



AN IP HOLDER'S MAIN  
COLLATERAL IS HIS IP.  
HE'S NOT GOING TO LET  
YOU WALK ALL OVER IT

► umbrella at the centre of MMM. Every brand, franchise and partner is unique, each with its own challenges and, indeed, each with its own rewards.

When Fisher, who joined Merlin Entertainment in 1995, took the role of chief development officer for MMM in 2011, it was all about reaching out and building relationships. He got rid of the existing system, where IPs were managed haphazardly by different staff across the globe, and appointed an IP director, Jonathan Lewis, to anchor the license portfolio — a critical component in Merlin's business model. Present IP partnerships include licenses for Madagascar and Ice Age with Fox, CBeebies with the BBC (and others), Saw with Lionsgate, Sonic the Hedgehog with Sega, Angry Birds with Rovio Entertainment and Charlie and the Chocolate Factory with the Roald Dahl estate. "We got on a plane and went to sit down with all the Hollywood studios," Fisher says. "DreamWorks was one of them, and we got on really well." That led to the Madagascar



Ocean characters the Octonauts (above) proved a good fit for Merlin's Sea Life. The Zingzillas perform at CBeebies Land (below)

shows, where the teams on both sides worked together. When Merlin pitched the idea of the Shrek attractions, DreamWorks "was in the right frame of mind to look at it," says Fisher.

The initial agreement reached with DreamWorks is for Merlin's midways operating group to open six attractions named Shrek's Far Far Away Adventure over the next 10 years. The first of these will be in 2015 in London, a new addition to the FTSE 250 company's Thames-side cluster at County Hall, where the London Eye, Sea Life London and London Dungeon

are located. The other Far Far Away Adventure locations have not been decided, but will be in different countries around the world on sites of between 20,000sq ft and 30,000sq ft (2,000sqm and 3,000sqm). The family-focused attractions will be actor-led, interactive Shrek adventures, "where you'll actually take part in the story," says Fisher. "It's participative like the Dungeons, and massively immersive, so you'll feel like you're in the middle of the story. That's the majority of it, and then there's a second part where you'll meet some of Shrek's friends and other DreamWorks characters."

The beauty of this first Far Far Away Adventure is twofold: its proximity to other Merlin offerings, and Shrek's enduring and age-spanning appeal.

"From a strategy point of view, you can cross-sell tickets across sites, have bigger central management teams in those clusters, things like that," says Fisher. "And I suspect it won't just be about cross-selling to our visitors, but that it will actually drive more people into London because there's been a massive interest and people will come into London to try it." Fisher adds that the franchise fits well with Merlin's wider midway strategy. These attractions need to be chainable and scalable: "We're not interested in having one-off midways round the world."

When it comes to Shrek's popularity, his audience has been growing since the first film was released in 2001. From the beginning, the characters and narratives have offered enough ambiguity in interpretation to entertain both children and adults. And it's





Postman Pat has been entertaining children since 1981. As popular as ever, he's one of the biggest IPs in the CBeebies portfolio

not just the ogre protagonist who wins hearts; the franchise's success is owed to the multitude of genial characters. A 2012 poll by Co-operative Pet Insurance to find the UK's all-time favourite animal film star saw Donkey claim the number one spot. "It really does appeal to everybody because of its multi-level humour," says Fisher. "Some people have grown up with the franchise, and older people too have an affection and an affinity with it."

This near-universal fondness for the animated characters gives added weight to the importance of Merlin and DreamWorks working so closely together. The UK-based entertainment business accepts that a global franchise like this puts it ahead of the game in terms of marketing the final products to the public, but as Fisher points out, the challenge then is to "make sure we deliver and live up to what people love about Shrek."

There are several aspects of this partnership that seem to have helped lay the foundations for a successful

## FINDING THE RIGHT IP

There are a lot of IPs with a lot of potential, but how do you know which ones to bank on? Here are some tips from Merlin Magic Making's Mark Fisher.

- A well known and loved IP means a readymade customer affinity with the brand. That helps when it comes to building its appeal and the marketing side of things.

- Be driven by what customers say they want. Try not to be too subjective.

- Do your research. With CBeebies Land, we found out the biggest and best IPs in the pre-school market, then asked the audience to choose their favourite from the best five or six we'd found. Turned out CBeebies is far and away the biggest IP brand for the toddler group.

- Be on your toes. You never know the next big thing, and some of these opportunities come up quickly, like a project we're doing with a [Cbeebies'] brand called the Octonauts at Sea Life. It went bonkers.
- Choose IPs that are going to be around for a reasonable amount of time, particularly in today's society where everything moves so quickly.

attraction that meets and surpasses expectations. The first is the ability to negotiate — and skilfully. According to Fisher, DreamWorks was "pretty open because they are a good group with similar aims." Even then, it took a little time for the details to be ironed out. "An IP holder's main collateral is his IP and he's not going to let you walk all over it. There was some negotiation [with DreamWorks] about what we wanted to do and how we wanted to do

it, but it was all done with good grace."

Every IP holder will be protective of their creation, and each presents a unique set of circumstances. The recent collaboration between the BBC and Merlin to create CBeebies Land at Alton Towers not only involved working with the BBC on their own IPs but also managing sub-IPs owned by other parties. Fisher says: "I think there were 12 to 15 different IP holders, and that's probably the most complicated





one we've ever done. You have to try to please everybody." Despite the complexity, they're confident that Merlin and the BBC joined forces to good effect, and is hoping the groundwork will lead to a "deeper, longer-term relationship" with the potential for more opportunities. These deeper relationships promote a better understanding of one another and the IP. "What we don't want to do is go and 'logo slap'," Fisher says, believing great IP-based attractions need to be based on something more profound.

Another contributor to the success of the relationship is regard for the IP. Working within a complex legal framework, presenting 'other' ideas to the creators and winning their trust is no easy feat. "There's a very specific set of rules that exist because the brands are protected," says the MMM head. "We're conscious that when we deal with someone else's IP that we deal with it in a respectful manner and follow what they want as well."

Ultimately, though, it's about the people. A collaborative environment, where the IP holder's team and the licensee's understand each other and get along, is invaluable to the project. Part of that could be recognising and capitalising on each other's strengths; part

**Angry Birds Land at Thorpe Park opened in May, featuring the 100ft rapid drop tower ride Detonator and the Angry Birds 4D experience**

of it could be straightforward team-building activities. DreamWorks' and MMM's creatives have been perfecting the art. "The Merlin team has been to the US to Burbank on regular visits, and their team has been in London. It's a bit of a love-in, to be honest," Fisher says. "They're the same kinds of people – gregarious, creative – so there's a really good relationship."

That philosophy runs from the creatives to the management and right up to the top, with Merlin CEO Nick Varney and DreamWorks' boss Jeffrey Katzenberg maintaining a close personal relationship too. Could this lead to a "wider collaboration" as Varney has suggested? "There are a number of things; whether it'll be other attractions, I don't know at this stage, it's too early," Fisher says. "But there's a lot of ambition in DreamWorks to do more of these kinds of things as well."

Though Fisher is quick to iterate that Merlin is not going to turn into "everything to do with IP", the business,

with its 2013 flotation on the London Stock Exchange, is riding a wave right now and the vital role IPs have played is undeniable. "When they're relevant to what we want and, more importantly, to what our customers want, then all these relationships with major IP holders are massively important." He mentions Ice Age as an example of a successful IP attraction, running at Alton Towers, UK, and Gardaland, Italy, where the relationship with Fox has been cultivated. Another big IP-led attraction that opened recently is Angry Birds Land at Thorpe Park, UK. "Now that we have got people running these relationships, Nick and I can go and talk to them and demonstrate it's not about a one-off, but about how we do things in the long term."

The spotlight now though is likely to stay on Shrek and friends, as expectation rises and fans' anticipation builds for the first Far Far Away Adventure. Fisher, for one, is excited. "All I can say at the moment is that I went through some of the scripts and I was howling with laughter. The same humour and fun that you see in the Shrek films comes through." ●

This feature first appeared in Attractions Management Q3 2014



## SHREK BY NUMBERS

**2001**

The year the first Shrek film was released

**919.8m**

The total lifetime worldwide grosses for Shrek 2, in US dollars\*

**60m**

The budget for the original film, in US dollars

**88**

Critics score for Shrek on the film review website Rotten Tomatoes

**46m**

Number of people who have "liked" Shrek's Facebook page

**1990**

The year the book Shrek!, by William Steig, was published. The rights were bought by Steven Spielberg in 1991, before DreamWorks acquired them in 1995

**5**

Number of films in the Shrek franchise so far. They are Shrek, Shrek 2, Shrek the Third, Shrek Forever After, and the spin-off Puss in Boots.

**484.4m**

The total lifetime worldwide grosses for the original film, in US dollars\*

\* Figures from Box Office Mojo

**9**

Position in the rankings of the highest-grossing movie franchises of all time, below Batman and above the Twilight Saga.\* Harry Potter tops the chart



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INDUSTRY  
WEEK

30 Sep - 2 Oct 2014  
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### CELEBRATING WOMEN IN SPORT

- Meet Matrix Ambassadors Sally Gunnell OBE & Dani King MBE, plus riders from the Matrix Fitness – Vulpine women's cycling team.
- Sally & Dani will also be appearing in a Q&A on the LIW Live Stage.

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## Wed 1 Oct



### MAGNUM MAYHEM

- Train like a warrior with Wigan Warriors.
- Workout with Gloucester and England international rugby union player, Ben Morgan.

### LIVING THE DREAM

- Meet Lotus F1 Junior Team drivers and discover what life is like in the fast lane.



+ CELEBRITY FITNESS COACH,  
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SIGNING COPIES OF  
HIS NEW BOOK  
'THE POP-UP GYM'



## Thur 2 Oct

### OPERATION MATRIX

- Former Royal Marine Commando & Matrix Ambassador, Joe Townsend, discusses his preparation for Rio 2016.
- Meet Royal Marine Commandos who competed in the 1664 Challenge as part of Her Majesty's Royal Marines Corp's 350th anniversary.

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# LEISURE INDUSTRY WEEK 2014



Nicky Jobson takes a look ahead to the highlights of this month's LIW, from new product launches to education and demonstrations

**L**eisure Industry Week (LIW) is preparing to build on the success of previous years, returning to Birmingham's NEC from 30 September to 2 October to offer a wide-ranging showcase of the newest products, innovations and education from across the leisure sector.

The event organises exhibitors into six core leisure sectors – Health & Fitness, Pool & Spa, Play, Eat & Drink, Leisure Facilities, and Sport – creating the perfect venue for professionals from across the leisure industry to network.

## Exhibitor news

Cybox (stand H100) will be launching the new Cybex Eagle NX at this year's show, a 12-piece line of strength equipment that's evolved from the

Eagle line to cater for high-end, trainer-focused facilities. Key features include a Patented Dual Axis Technology, which allows training in machine-defined or user-defined movements, as well as smartphone and tablet holders for on-machine viewing.

FitPro (stand H740) will introduce MOSSA and ZIVA. MOSSA, formerly known as Body Training Systems, offers a choice of pre-choreographed group exercise programmes with regular quarterly releases to maintain member motivation. ZIVA offers a premium line of free weights, functional training and studio equipment.

Gladstone Health and Leisure (stand L380) will introduce an activity booking module for its smartphone app, MobilePro. This allows customers to

book and pay on-the-go for all leisure activities, on any smartphone.

Keiser UK (stand H495) will be launching the M3i, the brand's most advanced indoor cycle yet. The new model features a Bluetooth wireless display, allowing the M3i computer to 'partner' with a phone or tablet.

Life Fitness (stand W500) will be launching SYNCRGY BlueSky, its first small group training system designed for outdoor use. Incorporating up to 12 bodyweight training stations, the modular system enables operators to create a results-focused workout environment for all abilities.

Matrix Fitness (stand H140) will be hosting a wide range of activities at this year's LIW, as well as displaying new products for the UK market. These include the Magnum Double Power Rack, the IC7 bike endorsed by Dani King MBE, the Ziva Functional Trainer, and many more. Matrix Ambassadors attending this year's show will include Dani King MBE, Sally Gunnell MBE, the Wigan Warriors Rugby League Team – who will host a 'Train like a Warrior' event – the Infiniti Red Bull Racing Team, Gloucester and England rugby player Ben Morgan, and a display from acrobat Doug Edwards.

Performance Health Systems (stand H610) will be showing two new products. The Power Plate pro6+ is ideal for small group training, while the new Integrated Fitness concept integrates Power Plate with existing training modalities to create new programming solutions.

Physical Company (stand H200) will be unveiling two new innovations. The



LIW 2014 will feature a Tabata Group Ex Arena

This year, attendees can pre-book meetings







LIW Live will host Q&A sessions with high profile sports stars



Watch the latest workouts and equipment in action



The STA Swim Zone will host a range of live classes

Total Gym Elevate Line is the company's first commercial range of bodyweight resistance, single-station machines. Also, the new SandRope from Hyperwear has a similar application to a battling rope, but the sand inside moves freely to provide a more challenging workout.

Precor (stand H310) will showcase the next-generation Experience Series Treadmill. Following three years of research and development, the new treadmill incorporates a new motor drive system and a brand new 'active status light', alerting facility staff to the operating condition of the treadmill.

Pulse Fitness (stand H120) will be showcasing various new products, including a new cloud-based solution, SmartCentre.com. A web-based platform, the application will be free to all clients using SmartCentre and will enable users to view, access, track and update their fitness data anytime, inside or outside of the gym.

Holding its major UK trade launch at LIW this year, Reebok Professional

(stand H410) will be unveiling over 90 products from its Professional Range to the UK market, covering strength, aerobic, yoga, balance and recovery needs, as well as professional racks.

New to the show this year, SportsArt (stand H290) is committed to leading the industry in eco-friendly action through research, design and education on sustainable business solutions and practices. Its Green System units harness human power through specially engineered cardio pieces, turning it into usable electricity to power the facilities. It will also be demonstrating SA WELL+, an intelligent fitness management software system that integrates with SportsArt cardio equipment through a QR code, allowing users to easily collect their workout data.

Star Trac (stand H180) will launch the Turbo Trainer – which simultaneously gives an upper and lower body workout via an isokinetic resistance mechanism – and the Spinner NXT BlackBelt, its first belt-driven Spinner bike.

## Education

Once again, LIW will offer delegates a free education programme, with seminars taking place in three theatres and covering industry trends, developments and insights.

After LIW 2013, event owners UBM released a survey to all visitors to establish key challenges facing the sector. Feedback listed member retention and engagement, competition and financial cutbacks. This year's education programme will be geared towards finding solutions to these issues.

The Keynote Theatre will host the annual ukactive keynote from CEO David Stalker, as well as a keynote from Young Pioneers, presenting its latest research. Other sessions will include RoSPA, Premier Global and TRX, who will have Ryan Damon, TRX commercial director, across from San Francisco to talk about retention, engagement and maintaining growth.

Thursday will be Independents' Day, a new feature for the show: a dedicated ▶

- day of activity aimed at tackling the challenges faced by independent operators. The keynote will be delivered by Thomas Plummer, a fitness business expert with 30 years' experience, who's renowned in the US for coaching independent operators to success.

LIW will again play host to the REPs National Convention on Wednesday 1 and Thursday 2 October. On Wednesday, attendees will receive a keynote from Olympian and REPs ambassador Louise Hazel, who will be talking about how her career as an elite athlete has influenced her life as a personal trainer. Olympian Zoe Smith and coach Sam Dovey will discuss the essential factors of developing a programme to ensure athletes peak in time for competition.

Thursday will include Future Fit's Paul Swainson presenting 'Low back pain and the impact on our society', which will be followed by 'Cancer diagnosis and mental health', led by Sarah Bolitho and Anna Campbell of Exact Training and CanRehab. For ticketing details, visit [www.exerciseregister.org/news-events](http://www.exerciseregister.org/news-events)

## Demonstration areas

This year's show will include a number of demonstration areas highlighting the latest workout innovations. These include the Tabata Group Ex Arena, where Tabata will be demonstrating its newly formatted workouts, brand and launch campaign.

The CPD Arena will host Star Trac Spinning classes with international Spinning instructor Sandro Morelli. In addition, the Functional Training Zone



LIW will offer a number of demo areas alongside exhibitor stands

will include TRX Team Training and TRX Group Rip Performance workouts with Dan McDonogh, TRX senior manager of group training & development.

## Morning workouts

This year, LIW will be encouraging visitors to kick-start their day with morning workouts offered by exhibitors. On Wednesday and Thursday morning in the exhibition hall, from 7.30am–9.30am, workouts will be delivered by exhibitors including Matrix, TRX, Life Fitness, Jeka Jo Dance, Star Trac, FitPro, Cybex International, Pavigym and Performance Health Systems.

The LIW Live! Stage – a popular addition at last year's show – will have a busy schedule including live question and answer sessions with high profile sports stars and new innovation demonstrations. A full programme will be made available on the LIW schedule once confirmed.

## Networking

New to 2014 will be the ability to pre-schedule one-to-one meetings between visitors and exhibitors. Visitors will be able search and contact exhibitors with a view to booking a time suitable for them to meet.

Meanwhile ukactive will host its VIP drinks reception on the Wednesday, from 5.00–7.00pm. This will be followed by the LIW drinks reception, open to all, from 7.00pm–11.00pm.

The Health Club Awards gala dinner and awards ceremony will take place

at the National Motorcycle Museum in Birmingham on the Tuesday evening, 30 September – for more details of this awards event, including where to buy tickets, see p32.

BALPPA networking events will include a drinks reception, Tuesday 5.00pm–6.00pm, and a lunch in the BALPPA Play Lounge (stand P116) on Wednesday lunchtime for the indoor and outdoor play community.

## Pool & Spa

The STA Swim Zone (stand A01) will be back at the show and better than ever, as its pool will be a central feature on the show floor, providing visitors with a number of live swimming, lifesaving and fitness classes.

The STA will be demonstrating its brand new Photometer, a digital technology allowing real-time analysis, alerts and reporting, live in the swimming pool.

Meanwhile RLSS UK, in collaboration with industry specialist Ferno, will launch a new pool extraction board, designed to make pool rescues much more efficient, especially in the case of suspected spinal injuries.

Having launched in September last year, the Register of Aquatic Professionals (RAPs) will return to LIW to update visitors on its plans for the future. Visitors will also have an opportunity to learn and develop skills, as RAPs will be hosting free aquatic specific workshops and seminars, endorsed by SkillsActive. ●



LIW offers valuable networking and learning opportunities

## VISITING THE SHOW?

### Venue:

Hall 1, NEC, Birmingham, UK

### Dates:

Tuesday 30 September – Thursday 2 October

### Opening times:

Tuesday/Wednesday: 10.00am – 5.00pm

Thursday: 10.00am – 4.00pm

### Registration:

Pre-register for the show for free at [www.liw.co.uk](http://www.liw.co.uk)

### Get involved using:

#LIW2014 and following: @L\_I\_W



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# EXHIBITOR NEWS

The latest news from exhibitors at LIW 2014

## Active IQ

Tel: +44 (0)845 688 128

[www.activeiq.co.uk](http://www.activeiq.co.uk)

Active IQ is the awarding organisation of choice for the active leisure sector. With a mission of providing the active leisure sector with qualifications that are fit for purpose, dynamic and supported by innovative resources, Active IQ delivers over 100 accredited qualifications from Entry Level to Level 5 and has over 450 approved centres nationally and internationally. Visit us on stand H821 to discuss your qualification needs and how to become an approved centre.

**SECTION:** HEALTH & FITNESS

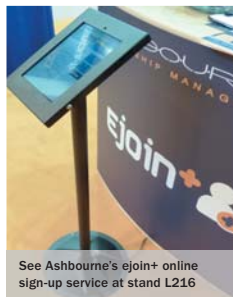
## Ashbourne Management Services Ltd

Tel: +44 (0)871 271 2088

[www.ashbourne-memberships.co.uk](http://www.ashbourne-memberships.co.uk)

Why waste money on costly monthly licences when our suite of club software gives you full entry control and all the recruitment and retention data you need, as part of our All-Inclusive+ service? Ashbourne provides a direct debit collection service and debt recovery and all the software you need to run your club, all for one fixed fee per member per month – NO hidden extras! Visit us on stand L216 at LIW, to see our updated ejoin+ online sign-up service, available on an iPad stand for in-reception sign-up, and our upgraded Access+ software.

**SECTION:** HEALTH & FITNESS



See Ashbourne's ejoin+ online sign-up service at stand L216

## Authentic8 ID Solutions

Tel: +44 (0)845 0264744

[www.authentic8id.com](http://www.authentic8id.com)

Authentic8 ID Solutions is the premier online supplier of membership cards, keytags, fobs and wristbands for use within the sports and leisure industry. Our revolutionary website allows our customers to design and order customised membership IDs, along with the most appropriate scanners and POS hardware. This year we are giving away FREE RFID READERS with orders of EasyBand – our new low-cost, stylish and waterproof RFID wristband. Come and see us at Stand L331.

**SECTION:** LEISURE FACILITIES



Authentic8 will showcase its waterproof RFID wristband

## Bodystat Ltd

Tel: +44 (0)1624 629571

[www.bodystat.com](http://www.bodystat.com)

BODYSTAT is a leader of bio-impedance systems, measuring muscle, fat and water levels. Regular monitoring of body composition is easy to carry out using the Bodystat 500 hand-held portable unit. Many of our customers use Bodystat as a valuable revenue earner, or alternatively as a promotional tool, providing a value-added service. With our new optional software programme, thermal printer and our free app, the system provides the facilities needed to offer a comprehensive service.

**SECTION:** HEALTH & FITNESS

## Cap2 Solutions

Tel: +44 (0)845 504 8511

[www.cap2.co.uk](http://www.cap2.co.uk)

Cap2 solutions is a market leader in course management software. We are excited to launch HomePortal Mobile, a brand new app that will bring your courses to the palm of your customers' hands, whether they are inside your facility or at home. Branded for your business, the app is directly linked to the CoursePro module and allows your customers to view feedback, make payments and movements and book classes at the tap of a screen.

**SECTION:** LEISURE FACILITIES



Cap2's new app brings courses to the palm of customers' hands

## ClubWise Software Ltd

Tel: +44 (0)1844 348300

[www.clubwise.com](http://www.clubwise.com)

Find our friendly team on stand L250 to learn how ClubWise makes club management easy. The cloud-based, all-in-one club management software, direct debit collection, marketing services and mobile apps remove the heavy lifting from the admin and management of memberships, allowing you the freedom to focus on what matters most: your members. Just ask us how ClubWise can benefit your health and fitness club and take advantage of exclusive LIW attendee offers.

**SECTION:** LEISURE FACILITIES





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## EXHIBITOR NEWS



Cybex will be displaying its new selectorised strength line at LIW

### Cybex Int'l UK

Tel: +44 (0)845 606 0228

[www.cybexintl.com](http://www.cybexintl.com)

Cybex is a leading manufacturer of premium fitness equipment which is innovative in design, durable in structure and engineered to be biomechanically correct to produce optimum results. At LIW 2014, Cybex will be displaying the all new Eagle NX selectorised strength line – a 12-piece range that's been designed to offer refined movements, restyled aesthetics and re-imagined user features. Other equipment on the stand will include Cybex's Big Iron rack and lifting platform, Bravo functional trainer, strength pieces from VRI, VR3 and Total Access IFI accredited series alongside Cybex's 790T treadmill with enhanced speed and incline features, bikes and the innovative Arc Trainer. The stand will include a dedicated area for the Cybex Research Institute, where visitors can meet with executive director Dr Paul Juris and learn about the Institute's latest research and the important role that the CRI plays in the development of Cybex equipment. The design studio will be showcasing the extensive range of customised upholstery and frame colour options, with visitors able to build their own bespoke strength and cardio equipment using Cybex's digital design tool. Cybex master trainers will also be on hand to demonstrate equipment and workout programmes.

**SECTION: HEALTH & FITNESS**

### D2F Group

Tel: +44 (0)845 862 5350

[www.d2fgroup.com](http://www.d2fgroup.com)

It's time to give your outdoor exercise programmes a breath of fresh air. Come and visit D2F on stand H500 and discover XCUBE Oxygen. Oxygen is the latest addition to our range of market-leading

XCUBE functional training rigs. XCUBE Oxygen offers a fantastic, low-cost way to create new, fun workout spaces for members of all abilities and fitness levels, while maximising use of indoor and outdoor space. Find out how our latest XCUBE can provide additional programming during peak times, add more value, increase revenue, drive member retention and give your members Oxygen. Visit stand H500.

**SECTION: HEALTH & FITNESS**

### Dalesauna

Tel: +44 (0)1423 798630

[www.dalesauna.co.uk](http://www.dalesauna.co.uk)

Specialising in the design and development of spa and wellness areas for over 40 years, Dalesauna has considerable experience in both the private and public sector. The company has worked closely with a number of local authorities to create high-profile spa facilities that rival those found in the private sector. Recent projects include Ramsgate Leisure Centre, Wimbledon Leisure Centre, Westminster Lodge and The Lagoon, in addition to the first luxury local authority spa at Pendle Leisure Centre more than six years ago. Dalesauna is currently developing a new spa at Poulton Leisure Centre for Wyre Council as part of an investment of over £5m to reinvent local leisure provision. The first of its kind in the area, the spa will feature a range of heat experiences including a spa pool, sauna, steamroom, aromatherapy room, salt room, monsoon showers and an ice feature. There will also be four treatment rooms.

**SECTION: POOL & SPA**



Dalesauna helps create public sector spas to rival private spas

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## EXHIBITOR NEWS



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### Fitness Superstore

Tel: + 44 (0)1604 673000

[www.fitness-superstore.co.uk](http://www.fitness-superstore.co.uk)

Fitness Superstore, established in 1994 and now with 10 business showrooms, is the UK's largest independent fitness equipment specialist offering delivery, installation and servicing. At LIW it will be showcasing the European launch of three new commercial First Degree Fitness FluidRowers specifically designed for service in the health club, spa, rehabilitation, personal training studio, sports clubs and CrossFit gym environments. In addition to FluidRowers, Fitness Superstore has exclusive distribution on Vision Fitness, BodySolid and Powertec strength, Bowflex, Vectra Gyms, Evo Cycles and GoFit accessories. Fitness Superstore is running some show-exclusive special promotions on the new FluidRowers – please visit us at H390.

**SECTION: HEALTH & FITNESS**

### Freedom Climber Europe

Tel: +44 (0)1483 267200

[www.freedomclimber.co.uk](http://www.freedomclimber.co.uk)

The Freedom Climber-Functional Climbing Trainer provides members with a fun and challenging total body exercise. This unique multi-planar movement combines flexibility, co-ordination, strength and functional training. Programme it into classes and circuits with a range of other exercises and make it the focal point of your functional zone. Help your members reach new levels of fitness – they'll love you for it. Also available in kids' version for youth fitness areas and schools.

**SECTION: HEALTH & FITNESS**

### GANTNER

Tel: + 44 (0)7841 794580

[www.gantner.com](http://www.gantner.com)

GANTNER is the leading manufacturer of smartcard system solutions. All GANTNER products are specially designed for the requirements of the global leisure industry. System solutions include access control, electronic wardrobe locking systems and cashless payment applications. GANTNER has proven to be among the most reliable on the market. High quality, great design, flexibility and short payback times are GANTNER's strengths. GANTNER hardware and third-party club management software create a fully integrated system solution which is extremely convenient and secure. Visit our stand at LIW, where you will also find our local partner Craftsman Lockers.

**SECTION: LEISURE FACILITIES**

### Forbo Flooring Systems

Tel: 0800 0282 162 (UK freephone)

[www.forbo-flooring.co.uk/leisure](http://www.forbo-flooring.co.uk/leisure)

Forbo Flooring Systems offers a truly comprehensive product portfolio to cater for every area of leisure and hospitality projects, from health clubs, spas and gyms to hotels, restaurants and bars. At this year's Leisure Industry Week, Forbo will be showcasing highlights including its new Allura luxury vinyl tile collection and the unique Flotex Vision collection, which allows you to take control of designing your own bespoke flooring concept. For more information, please visit [www.forbo-flooring.co.uk/leisure](http://www.forbo-flooring.co.uk/leisure) or visit stand L301 to find out how Forbo can help you create integrated flooring concepts for your venue.

**SECTION: LEISURE FACILITIES**

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TWO ZERO

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3.0  
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# The power of the Arc Trainer

**F**itness equipment suppliers have been manufacturing cross trainers for years; designed to offer users a non-impact cardiovascular workout that, thanks to its movement pattern, reduces the pressure and stress placed on joints.

However, over time, research has shown that not all may be as it seems with the popular cardio machine and uncomfortable and high levels of load – or, in other words, stress – to the user's joints may be generated by the running motion recreated by the cross trainer's ellipse movement.

So while products have evolved and new technologies have been introduced to try and combat this, the patented design of the Arc Trainer has always offered an entirely unique cardio training option for the fitness industry, ever since the first model was rolled out of Cybex's US factory in 2002.



Muscle Map™ available with 770 series

Discover what makes the Cybex Arc Trainer truly unique and how gym members, trainers and industry professionals are benefiting from its unmatched design features

## Arc Trainer vs. Elliptical

So is the Arc Trainer simply Cybex's take on a traditional cross trainer? The answer is, 'far from it' – both are cardiovascular devices designed to eliminate the impact or shock caused by running, but that is where the similarities end.

The fundamental difference – and where the product's name is derived from – is the patented Arc movement that makes the equipment so distinctive.

"Unlike other cross trainers, the Arc pattern of motion allows the hip and knee to move synchronously while the foot stays under the knee – so when the user pushes down and back, the opposite footplate is already up and

in position, severely reducing the load and stress levels placed on key joints," explains Dr Paul Juris, executive director of the Cybex Research Institute.

"The body's position when using traditional cross trainers doesn't allow for backwards force to propel movement so this instantly places the onus on the lead leg, which must push the footplate forward in order to continue the movement cycle," continues Dr Juris.

"This force comes primarily from extension of the knee, resulting in high loading on the knee and virtually none on the hip."

## The Cybex approach

With its heritage in sports medicine and rehabilitation, Cybex's approach is recognisable in every piece of its equipment; to design and manufacture products that are biomechanically correct to produce optimum results but place minimum stress on the body.

"At Cybex we analyse and deconstruct motions, not just reproduce them, so when designing the Arc we focused on the load bearing phase of gait," explains Dr Juris.

"This phase is also known as the 'stance phase' of running motion where force output is required, occurring



Arc Trainers are manufactured with fully customisable frame colours and entertainment options



The Arc: Training for cardio, weight loss, strength, power and endurance



# CYBEX ARC TRAINER

## BURN MORE CALORIES

Research reveals 16% more calorie burn than an elliptical in a 60-minute workout

## 3 MACHINES IN 1

Burn calories, build power, and gain strength all in one machine

### RESEARCH PROVES IT

Most effective & efficient workout

### FEEL LESS STRESS

The Arc motion results in 84% less knee stress compared to ellipticals

### UNMATCHED DURABILITY

The highest trade-in values

### COMPACT FOOTPRINT

Ideal size for any fitness environment

## INTEGRATED ENTERTAINMENT

New console with optional embedded screen

## BUILD MORE MUSCLE

The Arc Trainer can significantly increase lower body strength and power

"The Arc is a unique, innovative piece of equipment that members love and its proven benefits versus a traditional elliptical or cross trainer makes it a staple piece for our gyms." **Chris Koffman, business development director for Nuffield Health**

when the foot moves from heel to toe and backwards. Because we are managing force not motion, there is balanced torque loading at the knee and hip, which activates the key muscles without impacting on joints."

### More calorie burn

In a study conducted by the University of North Carolina<sup>[1]</sup>, it was demonstrated that the level of perceived exertion and the heart rate response of subjects exercising on the Arc Trainer was significantly lower than those exercising at the same percentage of energy expenditure on a rival cross trainer.

Dr. Juris explains the science behind this: "Users of the Arc Trainer experience higher cardiorespiratory and muscular responses with less perceived effort as a direct consequence of the biomechanical efficiency of the Arc."

"In other words, the Arc is better at activating the large muscles in the lower body – quads, glutes and hamstrings – so users can work at a higher intensity, thus resulting in a higher level of calorie burn."

### Joint-friendly

The unique Reverse Arc Motion, a patented advanced stride technology, moves legs in a biomechanically correct pathway and at no stage places the user's toe behind the knee. This significantly reduces stress at the knee, whilst offering a complete range of motion for both the knee and hip.

The Arc also benefits from its Same Side Forward technology, which sees the arm and leg on the same side move together. This allows users to always maintain optimum posture during exercise, virtually eliminating stress on the back. In comparison, other cross trainers where the arms and legs move in opposite directions, lack the ability to maintain correct body positioning throughout the incline range.

### Three machines in one

The Arc doesn't just train for cardio and weight loss; its broad resistance and incline ranges allows users to focus on strength, power and endurance, targeting specific muscle groups.

"The Arc's three exercise zones, Glide, Stride and Climb, refer to its incline levels, so you can go higher using a stepping motion to work the quads or switch to a lower level of incline with increased resistance to focus on the glutes," explains Chris Rock, Cybex UK master trainer.

In addition, Cybex's 770 series Arc Trainers include Muscle Map™, which displays the intensity of the exercise for individual muscle groups based on the user's selection of stride rate, resistance and incline.

### What the clients say

"We install Arc Trainers in many of our gyms, be it corporate sites or education facilities, and the feedback from each one is always very positive," confirms

Chris Koffman, business development director for Nuffield Health.

"The Arc is a unique, innovative piece of equipment that members love and its proven benefits versus a traditional elliptical or cross trainer makes it a staple piece for our gyms."

London's Reebok Club, one of Cybex's largest sites in the capital, has 12 Arc Trainers installed and members and staff alike are big fans: "Instructors and trainers instantly recognise the benefits of its Arc motion and we are seeing users achieve better results thanks to its wide range of training intensities and comfort when in use, which encourages members to train harder for longer," explains general manager Ben Lewis.

Rob Thurston, Cybex UK commercial director, concludes: "The Arc Trainer offers gyms something that no other fitness equipment manufacturer can; the science and research behind it proves its effectiveness as a tool for not only training for cardio and weight loss, but strength, power and endurance, too."

Find out more about the science behind the Arc Trainer by visiting [www.cybexintl.com](http://www.cybexintl.com) to access an archive of research papers. ●

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<sup>[1]</sup> Turner, M.J., Williams, A.B., Willford, A.L. & Cordova, M.L. (2010) A comparison of physiologic and physical discomfort responses between exercise modalities. Exercise Physiology Research Laboratory, The University of North Carolina at Charlotte, USA.



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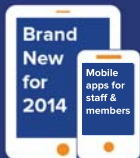
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## EXHIBITOR NEWS



Gladstone has been at the forefront of leisure management software for 30 years

### Gladstone Health & Leisure

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Gladstone Health & Leisure has been at the forefront of leisure management software technology for more than 30 years, as the trusted partner for leisure centres, sports facilities, universities and health clubs across the UK and Ireland. More than 30,000 licensed users rely on Gladstone's membership, booking, check-in, security, point of sale and business intelligence applications every day. Millions of members benefit by signing up for memberships, booking and paying via the web, on their smartphones or through self-service kiosks twenty-four seven. At LIW 2014 Gladstone will showcase the latest version of its smartphone app MobilePro – which allows customers to book activities on the move – and re-launch its powerful analysis and business intelligence tool, eyeQ. Gladstone will also launch TickIT, enabling operators to design their own seating layout for any show or event, and customers to reserve and buy tickets online.

**SECTION: LEISURE FACILITIES**

### Hippo Leisure

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**SECTION: POOL & SPA**

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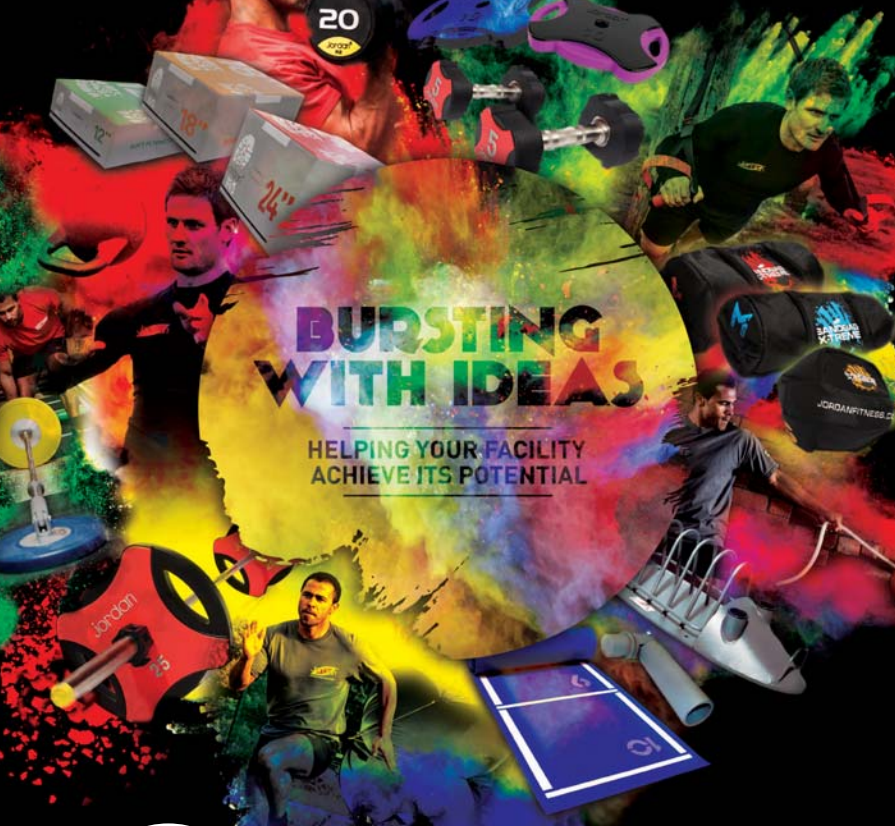
At LIW HaB Direct will officially launch the new MARPO 360 Rope Training System - the most effective, space and time efficient whole body gym on the market. Marpo Rope Trainers are a no-nonsense fitness machine. You're constantly pulling against resistance, so it quickly elevates your heart rate. You can target cardio, strength, endurance and power all in one machine. Try out the 60 Second Challenge at LIW. HaB Direct will also present new revenue generating and motivational concepts including:

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- POWERbreathe Altitude Systems, HaB Direct recently installed a PBAS into the largest sports and fitness conditioning room in the UK. PBAS offers versatile, affordable options for any type of sports and fitness facility – such as mask-based systems; portable inflatable systems and semi-permanent modular rooms. PBAS can also be installed in existing, underutilized spaces. What else? Try out the latest TANITA Body Composition

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**SECTION: HEALTH & FITNESS**



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# POWERING AHEAD



John Wilson, Wattbike co-founder, explains how the indoor cycle has established a strong and successful foothold in both sport and fitness markets, and what lies ahead for the brand.

## *What was the vision for the Wattbike?*

We wanted to create a cycle ergometer that could transform indoor cycling. Our vision was an indoor bike that could be used by everyone from elite athletes aiming for Olympic gold medals through to recreational users who simply wanted fitness gains. At one extreme we saw the Wattbike as a talent identification device for the sport of cycling and at the other a time-efficient training tool.

## *How did the development process evolve?*

British Cycling's head of performance at the time, Peter Keen, highlighted that the key reason for the organisation's aversion to indoor bikes was that existing products provided an all-round poor experience in terms of accuracy, reliability and ride feel. We were tasked to develop an indoor bike that accurately and reliably measured power and would play a fundamental part in the future success of British Cycling.

## *How were the early adopters with the bike?*

Our prototypes were integrated into British Cycling's talent ID and testing

programmes from the beginning. Confidence in the Wattbike at the highest levels within the organisation saw the product rolled out on a nationwide talent ID search, with Laura Trott being just one of many high-profile future World and Olympic Champions to be spotted on one of our prototypes.

## *How key is accuracy to the Wattbike offer?*

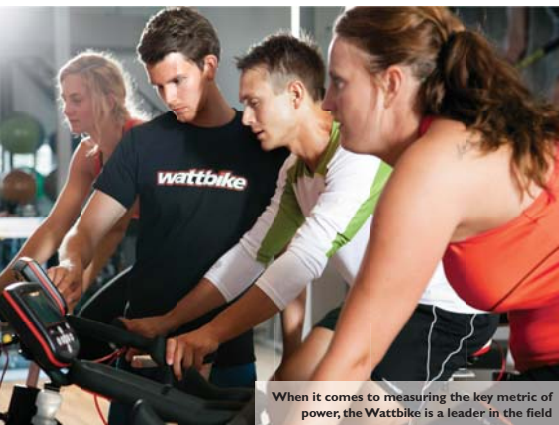
Universities and sport scientists started to test the credentials of the Wattbike from launch. We welcomed this (and still do today) as it provides us with a genuine differentiator from competitors. We are confident through rigorous, independent and open research that the Wattbike is accurate to  $\pm 2$  per cent. Reinforcing these credentials on accuracy is the use of the Wattbike as the frontline screening tool for UK Sport across their talent identification programmes as it delivers accurate, reliable and repeatable data around the physiology of each individual.

## *Do the Wattbike's credentials in elite sport transfer to the health and fitness industry?*

Elite sport really bought into the quality and reliability of the data recorded by the Wattbike. Being able to compare performance development through testing and training both on an individual and group basis has been invaluable to athletes and coaches alike. And meaningful, accurate data has been the one thing largely missing from the health and fitness industry. However, in today's data-driven world we know that members want to be able to analyse their performance and track progress.

The value of measuring power as a key metric within the industry is coming to the fore. We're experts when it comes to power as it's the one metric that's been core to the Wattbike from day one. Add in a live pedalling technique measurement and a left/right leg power measurement and you have an indoor bike like no other.

We haven't compromised on any aspect of the product for the health and fitness industry; the Wattbike that you see on the gym floor is exactly the same product as the Wattbike being used by UK Sport to search for the next Olympic gold medalist.



When it comes to measuring the key metric of power, the Wattbike is a leader in the field



The Wattbikes in the gym are exactly the same as those being used by the next Olympians in training

#### *What has been the reaction to the Wattbike from the industry?*

Initially the health and fitness industry was understandably conservative about how the product would fit into their offering as the Wattbike was a break from the norm of a regular 'exercise' bike. The reaction in recent years has been nothing short of phenomenal. We're seeing a real hunger from the large operators, club managers and personal trainers in having the Wattbike on the gym floor and in studios.

This is a response to the demands of prospective and new members who are very vocal about wanting to use a Wattbike. We get a real thrill from regularly hearing that members have joined a specific club simply because they are offering the Wattbike.

#### *Tell us how the Wattbike is being used on the gym floor*

Key to acceptance by the industry has been a realisation of the versatility of the Wattbike. It's as equally at home as a stand-alone piece of functional training

equipment as it is in a 30+ Wattbike studio. The reliability and accuracy of the data means that the Wattbike is the go-to tool for health monitoring and fitness tests for many clubs today. Being able to track and illustrate improvements in an easy-to-understand way adds real value to a club's relationship with members and provides a host of new and additional revenue-generating opportunities.

Operators are also using the Wattbike to unlock the potential to tap into the fast-growing cycling and triathlon sectors. It provides a pathway to participation where a member can train in a safe environment on a Wattbike in preparation for a goal such as a sportive or triathlon.

#### *What does the future hold for the Wattbike?*

We recently won Best Training Technology at the Sports Technology Awards which gave us a brief chance to look back on what's been a fast-moving and exciting journey for the team and the product. In reality, it's spurred us on

to make the Wattbike experience even better. We're launching our new Power Cycling – Studio Edition software at LIW 2014 and opening up ways for individuals to share all of that fantastic data from the Wattbike.

The health and fitness industry has really bought into the Wattbike just as elite sport did a decade ago. Large operators are making significant investments in rolling it out nationally, while wellbeing organisations are adopting our test protocols as standard. All of this is driven by members though, and we know that they are finding the Wattbike to be the most effective and efficient training solution. We're incredibly excited about where this journey will take us next. ●

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**SECTION: LEISURE FACILITIES**

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**SECTION: HEALTH & FITNESS**

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**SECTION: HEALTH & FITNESS**

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**SECTION: PLAY**

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**SECTION: LEISURE FACILITIES**



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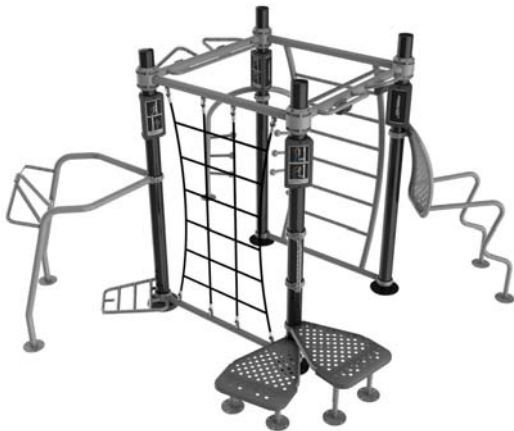


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Life Fitness SYNRGY BlueSky is a group training tool for outdoors

## Life Fitness

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LiW will provide the platform from which Life Fitness will showcase the company's most progressive product and technological innovations. Without spoiling too many of the surprises, Life Fitness, on stand V500, will be launching a record number of exciting new products to the UK market, including PowerMill, FlexStrider, SYNRGY BlueSky - the company's first small group training system designed for outdoor use - and the Insignia Series, which includes 21 selectorised strength training products and new technology integrations to enable exercisers to tailor equipment experience to suit their needs, while an electronic rep counter and timer, 'LFCodes' and QR codes provide immediate access to exercise tutorials and tips through the Life Fitness mobile app. In addition, the Life Fitness Keynote Theatre is sure to bring to the table several of the show's most stimulating debates and memorable seminars, delivered by some of the most respected speakers in the world.

**SECTION: HEALTH & FITNESS**

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**SECTION: LEISURE FACILITIES**



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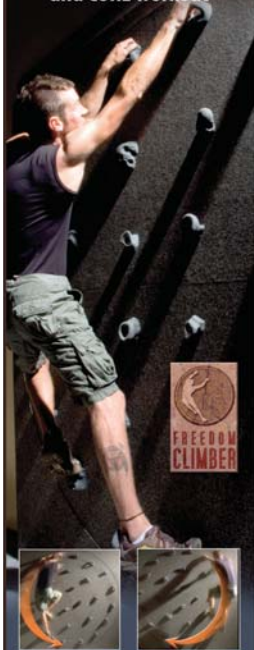
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## EXHIBITOR NEWS



Matrix Fitness offers a wealth of gym equipment

### Matrix Fitness

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Matrix Fitness is ensuring there's something for everyone at LIW 2014; from the launch of the 7xi Indoor Cycle and Magnum strength range, to a host of activities designed to create a memorable experience and demonstrate why Matrix is the intelligent buyer's choice. Tuesday 30th September sees a 'Celebration of Women in Sport', as Matrix is joined by ambassadors, Sally Gunnell OBE, Dani King MBE, and riders from Matrix Fitness-Vulpine. King will be officially launching the IC7 Indoor Cycle in the UK, before participating in a Q&A session on the LIW Live Stage, with Gunnell. On Wednesday 1st October, focus turns to 'Magnum Mayhem', as we launch the Magnum Double Power Rack and Ziva Functional Trainer, with a 'Train like a Warrior' session, courtesy of the Wigan Warriors. They will be joined by England rugby international, Ben Morgan, to demonstrate what the Magnum series offers, before the Lotus F1 junior team arrives to explain what life is like in the fast lane. The show concludes with 'Operation Matrix' on Thursday 2nd October; with former Royal Marines commando, Joe Townsend on-hand to chat about preparations for Rio 2016, alongside adventurer and master trainer, Bernie Shrobsbree.

**SECTION: HEALTH & FITNESS**

-established research and development organization, MIE Medical Research. Specialists in creating quality measurement instruments for medical and sports use, MIE research engineers have developed this sophisticated measurement device so that anyone undertaking a fitness programme can check their progress in just a few minutes and compare their results week on week. Results are stored in the machine but are easily downloadable, enabling users to track their progress and results at a time that suits them, whether that's in the gym, at home or on the move. FitQuest can be used as a benchmark when starting a new fitness programme as well as a motivational tool to encourage members to push themselves harder.

**SECTION: HEALTH & FITNESS**



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# An impressive eyeQ

eyeQ can have a big impact on the quality of your market research

A new query builder and business intelligence tool has been brought onto the leisure market. Dave Thompson explains more

**A**s the largest leisure provider in Perth and Kinross, Live Active Leisure recognises the value of being able to make intelligent business decisions based on accurate data. So when Gladstone Health and Leisure announced it was launching eyeQ, a powerful new query builder and business intelligence tool, we were very keen to be early adopters.

As Gladstone customers for more than a decade, we use the Plus2 leisure management system at our 15 sites, as well as the Gladstone Management Console (GMC), Join@Home for online members, Connect for online booking, and Learn2 for course management.

Although Plus2 does come with a number of in-built reporting tools, what we particularly liked about eyeQ was the ability it gave us to fully customise our reports and to build quite complicated, customised queries without being computer programmers. Specifically, we saw it being valuable in two key areas: for

building and analysing customer information, and for monitoring and improving our financial processes.

In November 2013, we started using an early version of eyeQ, which showed great potential but did not have quite the level of detail we required. Since then, our feedback to Gladstone has helped them to develop a product that closely meets our needs, so being an early adopter has been a great advantage.

One of the biggest strengths of the product is that it pre-segments the data into predefined tables, for example, memberships or sales. We also like how eyeQ integrates with Excel pivot tables, enabling us to slice and dice information according to our needs. And as Excel software is so universal and easy to use, the majority of people who need to see the data understand it.

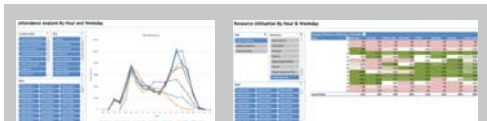
Another advantage eyeQ has over other reporting tools is its use of a reporting data layer (RDL), which extracts data from the Plus2 database

overnight to create tables that eyeQ can query. Because the RDL refreshes itself every 24 hours, we are confident we are working with the latest data, but without the drawbacks of working with live data. Some of the queries we run look at millions of lines of data, which, if you're working with live data, could slow down the entire system – not much fun if you're a receptionist trying to book a family in for a swim at the same time.

eyeQ has already had a big impact on the quality of our market research, especially on usage patterns and member retention. This can directly affect business decisions. For example, if a manager runs a report showing a decline in particular classes in a three-month period, they can take action by getting customer feedback and potentially making changes to the class timetable or the way those classes are marketed.

Also, eyeQ has enormous potential as a financial tool: I'm currently using the Custom SQL feature to pull together various strands of financial information into a single mechanism that will eventually form an income return.

**Dave Thompson, health and safety and estates manager, Live Active**



A big advantage is that eyeQ pre-segments data into pre-defined tables

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**SECTION: HEALTH & FITNESS**

▶ MYZONE® provides a connected fitness experience for your users

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\*Interest-free credit is only available on the Diploma in Fitness Instructing and Personal Training, and other selected courses. 10% course deposit required upon booking, remaining 90% course cost can be financed through interest-free credit. Credit subject to status. Terms and conditions apply. Applicants must be 18 or over. Credit supplied by Premier Training International Ltd, Premier House, Willowside Park, Canal Road, Townbridge, Wiltshire BA14 8RH.

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Power Plate offers a multitude of benefits for a diverse range of population groups\*. This presents a huge opportunity for facilities to attract new customers.

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us: [liw@powerplate.com](mailto:liw@powerplate.com)



\*Supporting scientific research can be viewed at:  
[powerplate.com/education-training/research](http://powerplate.com/education-training/research)



**Octane Fitness UK Ltd**

Tel: +44 (0)7799 475 366

[www.octanefitness.com](http://www.octanefitness.com)

Octane Fitness is a premium, x-trainer supplier with a difference. The Octane Fitness 'LateralX' arrived in 2013 – an elliptical with 3D, adjustable width, lateral movement. It isn't what it appears – try it to see why. This LateralX combines with the innovative and challenging 'Octane Fitness Cross Circuit'. This fantastic class concept mixes cardio with adjustable PowerBlock dumbbells, ideal for impact on the gym floor, small group training and personal training. The Cross Circuit classes can be done with the Octane Fitness Pro 3700 and adjustable stride Pro 4700, or a mix of these machines. No cardio product offers the variety of workout of the seated xR6000 x-trainer. Try it and prepare to be surprised. The xR6000 is unique, will compliment your current cardio equipment and is ideal for de-conditioned and the absolute fittest users. The seated xR6000 and the Pro 3700 are both available as IFI models.

**SECTION: HEALTH & FITNESS****OmniTicket Network**

Tel: +44 (0) 1782 714 300

[www.omniticket.com](http://www.omniticket.com)

OmniTicket Network is a system developer, integrator and consultant specialising in comprehensive turnkey solutions for ticketing, access control, reservations, pre-sales, internet sales, retail point of sale and inventory control operations. With a comprehensive, integrated approach to venue management, OmniTicket Network has been the industry leader and innovator since 1986. OmniTicket Network is the solution of choice for venues of all sizes with a proven track record in the most well-known and demanding venues.

**SECTION: PLAY**

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stand  
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Friday 26th September



[www.nationalfitnessday.com](http://www.nationalfitnessday.com)

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## EXHIBITOR NEWS



Physical's Total  
Gym resistance line

### Pavigym

Tel: +44 (0)1223 969 870

[www.pavigym.com](http://www.pavigym.com)

If you're still thinking of flooring just as a required element within your facility, visiting the Pavigym stand at LIW will change your vision. After visiting, you will understand flooring as "free-space" equipment, more than flooring. Pavigym has committed to transforming the fitness industry; manufacturing, designing and delivering unique health and fitness facilities, all in a simple, no-hassle package.

**SECTION: HEALTH & FITNESS**

### Performance Health Systems

Tel: +44 (0)20 7317 5000

[www.powerplate.com](http://www.powerplate.com)

Performance Health Systems will be showcasing its latest Power Plate products and new integrated fitness concept at this year's LIW on stand H610. The integration of Power Plate with existing or additional training modalities such as ViPR, kettlebells and suspension training can provide diverse and innovative programming solutions to engage and retain clients. Power Plate offers a multitude of benefits for a diverse range of population groups, including active ageing, women's wellness, neurological conditions and sports performance. It also presents significant opportunities for operators and facilities to attract new customers and diversify their offerings. Power Plate pro7 is the first commercial vibration training machine to feature an integrated LCD touch screen with functional interactive training (FIT) software, which takes clients through every stage of their Power Plate programme. In addition, pro7 has embedded proMOTION multidirectional cables with variable resistance, for enhanced upper body work.

**SECTION: HEALTH & FITNESS**

### Physical Company

Tel: +44 (0)1494 769 222

[www.physicalcompany.co.uk](http://www.physicalcompany.co.uk)

Physical Company will be unveiling the Total Gym Elevate Line and SandRope from Hyperwear on stand H200. The Total Gym Elevate Line is a ground-breaking range of bodyweight resistance, single-station machines. Designed to be simple, intuitive and challenging for all levels of fitness, the Elevate Line features four pieces and more than 40 exercises in under 150ft<sup>2</sup>. The pieces are: Total Gym Core Trainer, Total Gym Leg Trainer, Total Gym Pull-up Trainer and Total Gym Press Trainer. This unique line is ideal as a tool for personal training, as a dedicated self-serve circuit on the gym floor, or as the foundation for a group training programme. The SandRope from Hyperwear product has a similar application to a battling rope but the sand inside moves freely to provide a more challenging workout. At just three metres long, the SandRope takes up less space than a traditional battling rope.

**SECTION: HEALTH & FITNESS**



Pavigym is aiming to change how people think of flooring at LIW

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STAND H410

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### Precor

Tel: +44 (0)1276 404 900  
www.precor.com

Leading fitness equipment manufacturer and supplier Precor will be unveiling its new Next-Generation Experience Series Treadmill at LIVV, with visitors to Precor's stand (H310) being the first in the UK to try it. The new design is based on feedback from an extensive study of operators, exercisers and service technicians across five countries. This gave valuable insights into considerations for buying, using and servicing a treadmill and follows three years of research and development. The new Next-Generation Experience Series treadmill incorporates a new motor drive system to increase reliability of electronic components by four times and a brand new 'Active Status Light' which alerts facility staff to the operating condition. It also features a lower step-up height, an updated console dash for exercisers to store belongings and the all new 'user cockpit' which features extended, cushion handrails. So do stop by stand H310 to meet the Precor team.

**SECTION: HEALTH & FITNESS**



Precor is unveiling a new treadmill

### Premier Training Int'l

Tel: +44 (0)845 1 90 90 90  
www.premierglobal.co.uk

Premier Training International is a leading health and fitness industry training provider dedicated to training and developing individuals; from school leavers and people changing careers, to professional fitness and sports people looking to develop their skills. Premier has built a first class reputation in delivering quality vocational education since 1992 and has some of the leading industry experts helping shape syllabuses and deliver training. Visit us on stand H746 to discuss your training needs.

**SECTION: HEALTH & FITNESS**

### Pulse Fitness

Tel: +44 (0)1260 294 600  
www.pulsefitness.com

To increase membership, profitability and efficiency within your fitness facility, let Pulse inspire you with the latest fitness products and leisure solutions the industry has to offer. We will be launching a range of innovative connectivity solutions, including a web and mobile app solution to connect members' fitness everywhere and our new online fitness solution (SmartCentre.com), which will give members access to view, track and update their fitness data anytime, anywhere. Coupled with the launch of a new mobile fitness tracker, Pulse can truly offer your members an integrated personal training experience in the gym, at home or on the go! Cirrus Console – a personalised entertainment experience – is a new 18.5" touch screen android console which will give your members a choice of engaging, motivational and connected entertainment and workout applications including digital TV and radio, full internet browsing and access to workout instructional videos with ease.

**SECTION: HEALTH & FITNESS**



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## GAIN CONTROL WITH GANTNER'S ELECTRONIC LOCKER SYSTEM

Eliminating the problems of jammed lockers, members losing their keys, or leaving their gym kit locked up for days, GANTNER's advanced electronic locker systems give operators complete control over their changing rooms whilst offering ease of use for members.



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September 30 - October 02, 2014

**Gantner**  
technologies

## World's first battery operated locker system

GANTNER's new battery-operated locking system is ideal for health and fitness facilities, the new GANTNER Battery Locking System is a safe and sound choice.

- Battery life up to 10 years
- Acoustic alarm function
- Vandalproof

It is the world's first battery lock to include up to a 10-year battery life, acoustic alarm function, and can be mounted in the locker rather than on the door, making it vandal-proof and ideal for the high aesthetic demands of architects.

To open and close the locker, members simply swipe any available locker with their membership card, wristband or key fob.

Multiple operating modes and easy retrofitting help simplify

operations, reduce maintenance and staff costs.

The battery lock can be combined with GANTNER wired locker system and can also be easily operated with TechnoGym's Wellness Key as well as PRECOR's PREVA Token.

GANTNER's locker technology can be found in many leading health and fitness chains around the globe.

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Indoor running is improved by surround vision technology

### Running Unlimited

Tel: +44 (0)20 3239 5663

[www.runningunlimited.co.uk](http://www.runningunlimited.co.uk)

Business class running becomes a reality with the all-new Zone dome - the ultimate premium, immersive indoor running experience. Beautifully designed and integrating with any treadmill, Zone domes uses state-of-the-art surround vision technology to immerse gym goers in beautiful HD films as they run. The wide choice of destination films enables them to run through iconic cities and inspirational landscapes all over the world. And in August 2014, the all-new Zone dome was voted sixth in the Sunday Times Style magazine's top 20 Ways to Get Fit. Experience it for yourself on stand H470.

SECTION: HEALTH & FITNESS



Safe Space Lockers are known for locker room upgrades

### Safe Space Lockers

Tel: +44 (0)870 990 7989

[www.safespacelockers.co.uk](http://www.safespacelockers.co.uk)

With over 20 years of experience in the UK leisure and fitness industry, Safe Space Lockers offers a highly professional and reliable service, supplying high quality lockers, benching and all types of washroom products including cubicles, IPS and vanity units. Whether you're just looking to upgrade a small bank of lockers, refurbish an existing changing area or develop one from concept, Safe Space Lockers provides consultation on its wide range of products.

SECTION: LEISURE FACILITIES

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**10° Core Active SWAY Frame™**  
The Evo Fitness Bike's Core Active Sway Frame™ allows a 10° sway to either side! This motion has been engineered to enhance your workout by engaging your core and upper body as you pedal. The frame can also be fixed for a classic, non-sway bike experience.

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10° sway simulates natural motion of riding a real road bike

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### SportsArt

Tel: +44 (0)1509 274440

[www.gosportsart.com](http://www.gosportsart.com)

SportsArt Pinnacle Trainer Launch at LIW 2014. Introducing Pinnacle, the only cross trainer that combines both linear and lateral motions, adjustable stride width, variable foot positions and unique handle settings for an unprecedented workout of infinite variety. Never has a cross trainer offered such incredible diversity. Users want variety. Personal Trainers require unique tools to achieve greater client results. Athletes seek power development. Everyone is looking for enhanced balance and lateral stability. Now you really can have it all. Users can simulate all forms of climb plus have the option to perform short stride intervals in wider positions – ideal for sports conditioning. Stride length is user-defined to promote a variety of goals and training modalities. Two footplate adjustments provides greater comfort when exercising for longer periods or more aggressive positioning for training at higher intensities. Come and experience the SportsArt Pinnacle. See for yourself at stand H290.

**SECTION: HEALTH & FITNESS**



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LEISURE FACILITIES

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# Where leisure means business...

The Health & Fitness sector at Leisure Industry Week (LIW) is the perfect forum for leisure professionals to do business with leading suppliers, and gain insightful business tips from industry figure heads. Visiting LIW will give you the spark of inspiration you need to keep ahead of the game.

 @LIW #LIW2014



**LEISURE INDUSTRY WEEK**

30 September - 2 October 2014  
NEC Birmingham, UK

**Register today for FREE entry (saving £30) at [liw.co.uk/lm](http://liw.co.uk/lm)**

# What's on at LIW 2014

## LIW will include:



### Early Morning Workout

We are offering early morning workout sessions on the second and third days of LIW from 7.30am - 9.30am. This will give visitors an opportunity to experience a wide array of different exercise options before the show opens at 10am.



### Silent Theatres

To ensure that the seminar programme is uninterrupted by other events taking place throughout the show, we will provide each delegate with wireless headphones so they can clearly hear speakers present.



### Innovation Trail

See what exciting new products have launched in the UK market by following the Innovation Trail.



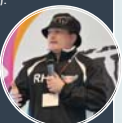
### Education Village

Gain insight, strategies, and useful tips on how to keep ahead of the fitness game with leading industry heads covering major issues in the Health & Fitness sector, including the REPs National Convention (CPD Accredited).



### LIW Live

LIW Live will bring the show to life with an exciting medley of product demos, competitions and special guests.



### The REPs National Convention

Once again LIW is proud to play host to the REPs National Convention, with high-level keynotes and interactive workshops, this is a must attend for all fitness professionals (CPD Accredited).

## Leading health & fitness suppliers showcasing at LIW includes

- Cybex International
  - Life Fitness
  - Matrix
  - Pavigym
  - Physical Company
  - Precor
  - Pulse Fitness
  - Queenax SRL
  - Reebok Professional
  - SportsArt
  - Star Trac UK
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Innovative Leisure has exhibited at LIW for 14 years and was recognised as 'Best Trade Supplier 2014' by the National Farm Attraction Network. This year we will exhibit a fully operational Mobile Climbing Tower on our indoor stand and our Inflatable Water Wars balloon battle game in the outdoor section.

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SOLUTIONS



## ► STA

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The STA Swim Zone will take centre stage for a second year at LIW 2014 with STA hosting a number of live swimming, aquatic, lifesaving and pool plant demonstrations over the 3-days. The sessions will also include a number of new fun and exciting ideas from STA's Junior Lifeguard Academy; all designed to show leisure operators how they can cost effectively maximise the revenue from their pool facility for increased participation and client retention. Throughout the show STA's Pool Plant team will also be demonstrating the new STA Digital Photometer – the next generation in pool water testing.

SECTION: POOL & SPA



Pool testing will be demonstrated

Club operators can cater for cycling enthusiasts with the latest Stairmaster + Schwinn products

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SECTION: HEALTH & FITNESS

Introducing the first belt driven Spinner® Bike. The NEW Spinner® NXT Black Belt™ offers the same user focused features that Spinning® enthusiasts expect from the entire Spinner bike product line. Including optimal bike fit ergonomics, authentic rider biomechanics and unparalleled safety and reliability, all backed by the industry's best and most comprehensive education and support network available today.

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 LIW stand H180



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**SECTION: HEALTH & FITNESS**

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**SECTION: EAT & DRINK**



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**SECTION: HEALTH & FITNESS**

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SECTION: HEALTH &amp; FITNESS



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# BACK TO BASICS

**As restaurants move away from formal dining towards simpler ways of serving good food, Grahame Senior takes a look at a few operators getting it right**

One of the interesting trends of recent times is the way in which first rate chefs in highly rated establishments have been moving away from the formality and splendours of 'fine dining restaurants' and taking up their sabatiers in simpler surroundings. The Plough at Longparish and the White Oak at Cookham are two testaments to the success of this strategy.

I might even suggest that the new 'Marcus' (previously 'Marcus Wareing at the Berkeley') at the Berkeley Hotel in Wilton Place also testifies to something of the same cultural trend.

Perhaps this change in the direction of the pendulum can be traced back to the legendary Bernard Loiseau in Burgundy. He was so caught up in the whole competitive thing that was the tune of the times that he committed suicide in anticipation of losing one of his Michelin stars. In the event this didn't happen and he retained his status having lost his life. His elegant widow Dominique carries on the business today with splendid insouciance and another practitioner in perfection, Patrick Bertron. Hopefully they now feel the pressure less. They certainly continue to do what they do extremely well and I would recommend a visit.

Today I'm concentrating on the practical aspects of this trend exemplified by two excellent chefs, Clive Dixon of the White Oak and James Durrant of the Plough. Dixon previously worked as head chef under Pierre Koffmann at the Berkeley Hotel in London and Durrant has spent more than 10 years in Michelin starred establishments including Maze in Mayfair. Right now they're to be found cooking in thoughtfully designed environments housed



James Durrant previously worked at Gordon Ramsay in Chelsea and the Maze in Mayfair. He took over the Plough Inn in 2012

in old pubs in L'Angleterre Profonde. What marks them out as similar is not the decor, but the stunning quality of the food and the ingredients delivered on the plate – and the shared enthusiasm of the staff.

## Teamwork gets it done

One of the things about good food is that it tastes better when well served and it tastes even better when a young and enthusiastic team understands and can explain every aspect of the food and wine. Molly at the Plough and Alison at the White Oak share that attribute. They may be young but they certainly care about what they're doing

and they clearly have a great rapport with the guys in the kitchen.

## Great cooking starts with the food

Another defining characteristic of both these places is that while there are standard staples on the menu, there are very few of them and the whole essence of the approach is to cook what's good on the day. The best fish, the most interesting local meat and, very importantly, properly fresh vegetables of the season. Like the traditional bourgeois French approach of starting each day at the market and designing the menu from there, there is a clear commitment to letting the ingredients do the talking and the role of the chef is to present their freshness fulfilled.

## Some wise words

The change to more informality and less obsequious service does not mean that what arrives on the plate is any the less important. Rather the opposite. Along with greater informality, the presentation of the food on the plate has become simpler. There is less in the way of foam, smears and blobs in evidence and rather more focus on letting the ingredients speak for themselves. 'Less is more' means that with fewer ingredients – and certainly fewer embellishments – competing for attention, the inherent quality of the core ingredients and the cooking can sing out more clearly.

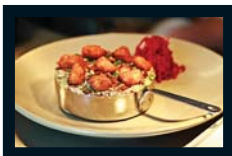
A piece of fine, fresh fish served with samphire is more likely to be just that these days, so that the two ingredients create their own harmony without any distractions from other sauces. In the case of both the White Oak and the Plough, this is clearly evidenced and fish is very much a speciality. 'Let

The team in the kitchen at the White Oak in Cookham, including chef patron Clive Dixon (centre). Dixon has been there since 2012

## “ The emphasis is on working as a team ”

Clive Dixon, chef patron of the White Oak at Cookham, has travelled a long and sometimes winding road through the higher echelons of modern British cooking. Having started out at Lords of the Manor and then Hunstrete House, which both achieved Michelin stars, he has had a number of lead chef positions, including working with the legendary Pierre Koffmann at his eponymous restaurant in the Berkeley Hotel.

He has been at the White Oak since 2012 and considers it one of the most satisfying businesses he has run. The



emphasis is very much on working as a team. From the front of house to KP everything is focused on the food and every member of the team is fully briefed on the ingredients and dishes of

the day. Enthusiasm for what's delivered on the plate is infectious transferred to the guests and there's a sense of excitement and anticipation that pervades the White Oak style of hospitality.

As Dixon says, "What gets me up in the morning is the search for the freshest and finest ingredients of the day." He is also absolutely clear that while his skill and passion is cooking, the business he is in is hospitality. Having been to the White Oak several times this year, I can bear witness to the fact that his vision is delivered with passion by every member of his team.

the food speak for itself' seems very much the way forward.

### Why it works better when it's simpler

If you talk to the chefs who are leading this trend, they will tell you that relying less on presentation and focusing more on food quality and freshness is a more satisfying discipline. It is worth remembering that in Medieval times, the invention of many sauces was caused by the need to mask less than perfectly fresh food flavours.

The simplification that is occurring in many Michelin starred establishments is echoed throughout many less formal restaurants. It seems to me to be a satisfying trend both for the diner and for the team operating.

### And it makes business sense

Anybody who's in hospitality knows that the key cost factor and the key management stress is all to do with the staff. With the right team and everything working harmoniously, a restaurant positively beams with satisfaction and success. Too few staff and everything grinds to a halt. Too many for a particular meal occasion and everything gets cluttered and clumsy. By focusing on simpler service and more straightforward food, the need for extraneous staff and fussy activities is reduced.

### In tune with the times

More and more restaurants in even the swankiest hotels have a very relaxed dress policy. Front-of-house

staff tend to be more informally attired and an attitude of all being one community rather than 'them and us' is much more prevalent.

These are egalitarian times and food service and restaurant presentation is fitting in with the fashion.

### Which brings me back to Marcus

As I said at the beginning, I think even Marcus at the Berkeley is reflecting this trend for a simpler way. The new restaurant features a very much simpler style of greeting and front-of-house service. The food is also served plated up in a much simpler way. What hasn't changed is the quality on the plate.

Go there before they get bored and go back to being haughty! ●

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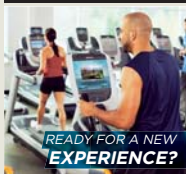
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## SARAH MALTBY

Seventeen million people have visited the Viking-focused Jorvik in the thirty years since it opened. The centre's director of attractions looks back

### TELL US ABOUT THE JORVIK VIKING CENTRE.

A five-year excavation from 1976 to 1981 by the York Archaeological Trust [YAT] unearthed the 1,000-year-old remains of the Viking city of York in the UK. In 1984, 30 years ago, we at YAT built the Jorvik Viking Centre on the exact site where that excavation took place. The remains of the timber-framed and wattle houses, workshops and backyards of the Viking city of Jorvik are beneath the visitors' feet and can be seen through the glass floor on arrival and then up close as they travel around on a motorised car ride.

### WHAT'S THE CONTENT?

We're an interactive experience rather than an exhibition, with staff who will happily talk all day to visitors. A car ride takes visitors past the reconstructed Viking city, following the street patterns we found as we excavated.

After the ride, there are a series of galleries where visitors can handle some of the objects and learn about the research we've done over the past three decades. Among the objects are skeletons of the Viking-age, and we discuss how they lived and died.

The final section is dedicated to the end of the Viking period and we show how the Normans came into England in 1066, how it affected York and what happened after the invasion.

### WHAT IS ITS AIM?

We want to make archaeology accessible to as many people as possible.

### WHAT MAKES JORVIK SPECIAL?

We're different to other attractions because we're authentic. Visitors are standing on the site of the excavation. It's not like a museum in a building. Visitors stand on the exact spot where the Vikings lived and worked.



Visitors are invited to handle some of the artefacts as part of the experience

### WHAT'S THE MOST UNUSUAL ARTEFACT?

Viking poo. Or Viking coprolite, to give it its proper name. From this we can tell what that Viking ate and that he had worms in his stomach. It brings Vikings to life that little bit more.

### WHAT ARE THE 30TH ANNIVERSARY CELEBRATIONS?

We started on our actual birthday with a street party in April. Through the year we have a series of archaeological talks based on the material that we've found. That will culminate in April 2015 with a publicly accessible conference on the theme of the Vikings.

### HOW HAS THE CENTRE EVOLVED SINCE 1984?

We've had three looks to the centre. In 1984 we had a ride and various galleries, which, at the time, was a new way of doing things compared to traditional museums. In 2000, we stripped everything out and rebuilt the whole thing. We put a suspended ride in and new animatronics. In 2010, we took the

story back to the archaeology, as the notion that everything you see comes from this excavation had been lost a bit. We put the glass floor in the first gallery, which visitors can walk over.

### HOW WILL THE CENTRE DEVELOP?

Technology's changing all the time and we're trying to keep on top of that. The mobile technology we're introducing this year will keep advancing and we'll bring more 3D elements in.

Archaeologically, we're always responding to the new research that comes through. We're constantly researching the objects and excavation we did 30 years ago and finding out new things from the material as science progresses. For example, we can tell more about the skeletons – where that person came from, what they ate, what diseases they suffered from, how old they were when they died. That kind of research changes things for us and will continue to do so. ●

This article first appeared in Attractions Management Q3 2014



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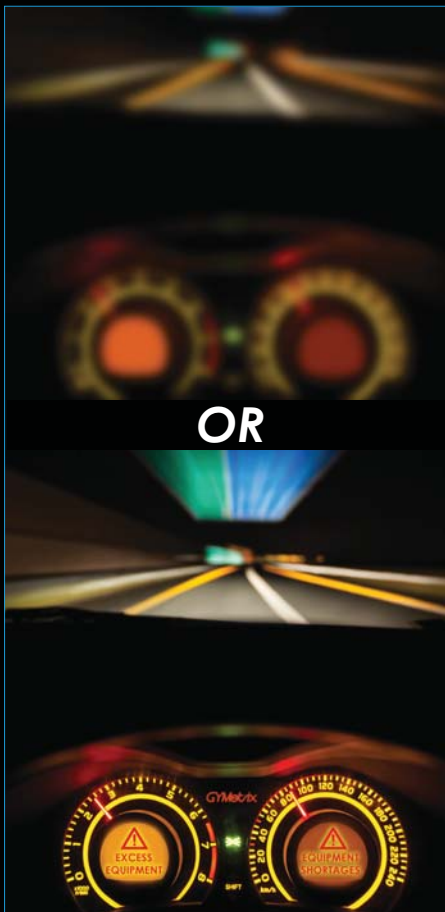
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