



LEISURE MANAGEMENT

ISSUE 4 2013

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new London restaurant

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After decades of lobbying, Europe's getting serious about the benefits of fitness and sport

When the EU published its *European Union Work Plan for Sport 2011-2014*, many thought it would gather dust on a shelf in Brussels. However, much work has been done since on policy in this area – including consulting with allied disciplines like health and transport – and Europe is shaping up to be a great champion for the sport, fitness and wellness industries.

Things have been hotting up this year, with useful evidence, guidelines and strategies being published. The European Commission's funding a raft of sports initiatives and digital readers can click here to find out more in our report from Tim Lamb, CEO of the Sport and Recreation Alliance (*Sports Management* Issue 2 2013, p38).

In July, research for an EC-sponsored project tackled children's exercise, saying advice is needed to protect them from heart and circulatory problems in adulthood.

Published in the *BMC Medicine* journal, the research, which studied 3,000 children, found those under 10 should get between 60 and 85 minutes' exercise a day, with boys aged two to five needing at least 70 minutes. This rises to 80 minutes in boys aged six to nine – at least 20 of these to be vigorous. This is contrary to current guidelines of 60 minutes. For girls, 60 minutes is recommended, with 20 of them being vigorous.

In September we heard that the Council of the EU will produce its first recommendations on physical activity. The advice will build on the *Physical Activity Guidelines*.

The Council will begin discussing recommendations later this month (September) and could publish and adopt the new guidelines as early as the end of the year.

Proposals could include the creation of a 'light framework' to help member states monitor the

With Europe-wide finances showing no sign of imminent improvement, making a financial case for the benefits of sport and fitness is a vital starting point

performance of their activity initiatives, analysis to identify trends and initiatives to share best practice.

Androulla Vassiliou, European commissioner for sport, explained: "Much more can be done through our policies to encourage people to get out of their chairs. This initiative is an important milestone in the Commission's efforts to promote health-enhancing physical activity in the EU." Importantly, she also added: "By acting together with member states we'll reduce the significant costs arising from the lack of physical activity in Europe."

With Europe-wide finances showing no sign of imminent improvement, making a financial case for the benefits of exercise is a vital starting point. Only this will ensure EU member countries buy in to this initiative.

A recent EU study found the cost of inactivity is £3bn in England alone. More evidence of this type is needed to make a political case for the development of sport and fitness funding and support at every level.

Given a recent survey found that two-thirds of the adult population of the EU doesn't reach recommended levels of activity, this push could not be more timely.

Liz Terry, editor @elizterry

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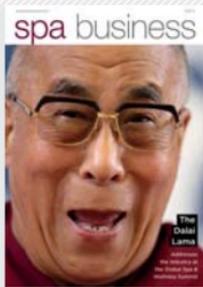


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PEOPLE



“Making the film changed the way I view the world”

**Sara Hine, producer
and Jerry Grayson,
director, *The Earth Wins***

The *Earth Wins*, a new IMAX film shot entirely from the air, has been released.

Produced by Sara Hine and directed by Jerry

Grayson, co-founders of film company Heli Films, *The Earth Wins* includes footage from Hurricane Katrina and the 'Black Saturday' bush fires in Victoria, Australia, in 2009, as well as aerial footage of animals in the wild.

“The film is called *The Earth Wins*, and the tag line is 'and if we listen, so do we'. What we're really saying is if we listen to what the earth is telling us, we can do things about the changing climate. If we don't, she is actually more resilient than we are,” said Hine.

“This planet we live on is unique, beautiful and life-sustaining, which is why we show the wonders of what the earth has created in this film, as well as the natural disasters. We believe those things are worth fighting for.”

The 40 minute film took eight years to make. The idea for *The Earth Wins* was born in 2005; Hine and Grayson were testing their new Cineflex camera in Los Angeles when they started seeing footage of Hurricane Katrina on the evening news.

PHOTO: NANCY JOHNSON PHOTOGRAPHY



"We finished our tests on the Saturday, then on Sunday Hurricane Katrina struck," said Hine. "I spent all of Sunday negotiating with US homeland security to get into the airspace. They agreed, so on the Monday we scrambled a chopper, got together a crew, hired a winnebago and drove down to Baton Rouge [in Louisiana]."

Hine put together some footage of Hurricane Katrina, and showed it at several IMAX conferences, where it was well received. The project was then put on hold while the company filmed the Commonwealth Games and the Asian Games in 2006, and then produced the ZeroG Space Lab exhibit for the Powerhouse Museum in Sydney in 2007.

In February 2009, the 'Black Saturday' bush fires swept through the Australian state of Victoria, coming just 2km from Hine and Grayson's home. "That was a very personal, very visceral experience of the power of nature," said Hine. "Overnight, we felt that the balance of the film needed to move from being a film about Katrina to being more all-encompassing, and looking at how it's not the earth that's fragile, it's we, as

The film intersperses shots of wildlife from the air with shots of natural disasters

humans that are fragile, within the context of the power the earth has."

Hine set about negotiating with the emergency services for access to the airspace, and they shot more footage for the film. Work on *Planet Earth*, *Frozen Planet* and *Human Planet*, as well as the Soccer World Cup in South Africa meant that they had the opportunity of filming animals in the wild.

The film was premiered in Rheged in the Lake District, UK, in June, followed by a screening in London in July. It launched in Melbourne in August and is being screened throughout the US in September.

The biggest challenge of making the film, said Hine, were the logistics. "Getting access to the airspace into Hurricane Katrina and the Victoria fires took a lot of persuasion on my part. The logistics of getting a crew down to an area like Baton Rouge after a hurricane, when there's no food, no accommodation, nothing, is a

real challenge. You've got to be completely self-sufficient.

"If you spoke to Jerry [Grayson], who directed the film and flew the helicopter on all of the filming, he would say he had never actually smelled what he was filming before – the decay in Katrina, the acrid smell of burning land in the bush fires. They were difficult things to experience."

Hine and Grayson set up Heli Films in 1989 to specialise in telling stories from the air. Grayson was a former British Royal Navy Search and Rescue pilot, who had set up a helicopter company when he left the Navy, while Hine was a producer of programmes including *Treasure Hunt* (the pair met while working on the programme).

The company has produced a number of IMAX films and simulator ride films and has provided aerial coverage of events including the Athens Olympics, the Soccer World Cup and the Commonwealth Games.

"Making this film changed the way I view the world," said Hine. "This film doesn't draw too many conclusions, and I like that, because it isn't simple."

Details: www.helifilms.com



“We worked on building muscle for that ripped Wolverine physique”

Hugh Jackman, actor

Hugh Jackman and his personal trainer Mike Ryan have been sharing the workout plan that got the actor in shape for *The Wolverine* film.

Jackman, who is 44, has been widely interviewed about his fitness regime, while his trainer – Australian fitness expert Mike Ryan, who started his career at Gold’s Gym in Venice Beach, California – has explained how he put together the programme that got his client in shape.

Jackman told Oprah Winfrey that he worked out for three hours a day – spread between a morning and an afternoon session – and ate 6,000 calories each day to become Wolverine.

“I have a trainer whose philosophy is I’m not going to kill you every time; I’m going to make you want to do it,” Jackman told Winfrey, during an interview that was broadcast on 28 July.

“We used traditional lifting techniques, standard pressing and squatting movements, which are very effective. We also did a lot of heavy lifting. They engage core activity,”



Hugh Jackman was put on a high protein diet

Details: www.thewolverinemovie.com

“It’s an amazing space and we’re really excited about opening”

Gordon Ramsay, chef



Gordon Ramsay’s new restaurant has opened this month (September) in south London.

Union Street Café is described as an ‘urban warehouse destination offering quality Mediterranean food with a daily changing menu, prepared in an open theatre style kitchen.’ It is on the corner of Union Street and Great Suffolk Street in London.

“It’s no secret that Borough Market is one of my favourite places in London. It’s an area where people are really passionate about food and we’ve invested time in finding the right venue,” said Ramsay. “It is an amazing space and we’re really excited about opening. There will be a real focus on amazing produce, cooked in a simple Mediterranean style.”

The restaurant was originally

The restaurant serves seasonal produce from local suppliers, including from Borough Market

meant to be a joint venture with ex-footballer David Beckham, but Beckham reportedly pulled out of the project just weeks before it opened. According to the *Mirror*, Beckham decided not to go ahead with the venture after long discussions with Ramsay, when they decided they “wanted different things.”

The restaurant has been designed by Russell Sage Studio, responsible for interiors including Petrus for Gordon Ramsay and Ramsay’s Bread Street Kitchen, as well as The Savoy Grill and The Zetter Townhouse.

Details: www.gordonramsay.com



“It’s the biggest project of my life”

Hugo Urgell, general manager, Pacha



Hugo Urgell and the Pacha family launched the Destino Pacha Ibiza Resort this summer.

The 50,000sq m resort features 163 rooms, a restaurant, an outdoor pool and jacuzzi, a gym, juice bar and yoga studio.

Rooms start from E300 per night, with the most lavish suites featuring views of the Mediterranean, their own private garden and infinity pool, an outdoor lounge and dining area and the use of a chauffeur and boat services.

The resort is the brainchild of Hugo Urgell, the son of Pacha founder Ricardo Urgell. When the resort was announced, he described it as “the



The pool area features sun beds, day beds and a king size jacuzzi to watch the sunset from

biggest project of my life”.

The first Pacha nightclub opened in Sitges, near Barcelona, in 1966, followed by Pacha Ibiza in 1973. Today there are 15 Pacha nightclubs around the world – with three more planned for Dubai, Poland and Croatia – as well as a Pacha hotel in Ibiza, a sailboat and several restaurants. This is the first resort for the group. ●

Details: www.destinoibiza.com

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Raffles opens at RMB20bn Clearwater project in China

Raffles Hotels & Resorts is expanding its collection to 10 hotels with the opening of Raffles Hainan as part of the RMB20bn Clearwater Bay project.

The luxury resort covers an area of more than 6.6 sq km with a total investment of RMB20bn (US\$3.3bn, €2.4bn, £2.1bn).

Raffles Hainan will feature 299 rooms and 32 villas. A Raffles Spa houses eight individual villas and two private spa suites. The spa spans 1,400 sq m (15,000sq ft) and features steam, shower and aromatherapy products. *Details:* <http://lei.sr?a=S6B4n>



The ship has the five largest waterslides in the fleet

Carnival Sunshine opens new waterpark

Following a US\$155m (£100m, €117m) renovation, cruise ship Carnival Sunshine has a new waterpark, which covers 1,500 sq m (16,100sq ft) of the 892ft (271m) long vessel.

Designed by Turkish Polin Waterparks and Pool Systems, the main feature of the waterpark is made up of two enclosed slides stretching 72m (236ft). The Aquatube slides allow riders to race each other with their time displayed on an electronic scoreboard.

At 102m (334ft) long, the third enclosed slide will be the longest on any Carnival cruise ship. *Details:* <http://lei.sr?a=M8w5c>

Gerbeau appointed new La Manga non-executive chair

PY Gerbeau, who has worked on such projects as Disneyland Paris and the Millennium Dome, has been appointed non-executive chair to the five-star La Manga Club resort.

Known for restructuring many large corporations, Gerbeau will work with the La Manga management team to oversee strategy and further implement their vision.

A statement from the La Manga Club board of directors said: "Gerbeau's experience within the leisure sector and his engaging profile will be invaluable." *Details:* <http://lei.sr?a=C3B2n>

US\$3.75bn resort coming to Cairns

Chinese billionaire Tony Fung's A\$4.2bn (US\$3.75bn, £2.4bn) mega leisure development in Cairns, Australia has moved to the next stage, having been declared a 'co-ordinated project' – the first step in the Australian government's planning approval process.

The Aquis Resort at the Great Barrier Reef project would include nine luxury hotels, a 25,000-seater sports stadium, a new casino and high-end retail space.

The resort would offer 3,750 hotel rooms, 1,180 apartments and 130 villas in addition to a 45,000 sq m (484,375 sq ft) convention and exhibition centre, a cultural heritage centre, an 18-hole golf course, two 2,500-seat theatres, a 20ha reef lagoon and what is being touted as one of the largest aquariums in the world.

If plans get final approval, construction will begin in 2014, with a completion date of around 2018. The development would create



The development would create an estimated 10,000 jobs for Cairns

9,300 jobs in the construction phase and 10,000 full-time jobs when operational.

Projects in Cairns are a hotbed of debate – given the Great Barrier Reef's stance as a World Heritage Site – with several groups lobbying to prevent interference with the local environment. *Details:* <http://lei.sr?a=e2R7x>

NY City using architecture to tackle obesity

New York City officials are tackling obesity in the city by setting up the first ever Centre for Active Design, as well as announcing new legislation that will change the way buildings and renovations are designed.

Active Design was recently set up to combat architects' tendency to value convenience over health, often leading to a lazier lifestyle.

The centre, which is a non-profit organisation, aims to promote changes to the built environment to fight obesity and related chronic diseases. New York City mayor, Michael Bloomberg, also announced an executive order requiring all city agencies to use active design strategies, such as making stairways more visible and creating streetscapes for both pedestrians and cyclists – when undertaking any construction work or renovation projects.

The new organisation will adhere to four key



New legislation means NY architects must design for movement

concepts, which include encouraging greater physical movement for users within buildings; supporting a safe and vibrant environment for pedestrians, cyclists and transit riders; improving access to nutritious foods in communities that need them the most; and shaping activity spaces for people of different ages, interests and abilities. *Details:* <http://lei.sr?a=aoR9k>

Renzo Piano-designed MUSE science museum opens

Italy's eagerly-awaited science museum, the eco-friendly Museo delle Scienze (MUSE), has opened in Trent, Italy.

Designed by Italian architect Renzo Piano, the building employs rainwater cisterns, solar panels and eco-friendly materials. It also

has a geothermal heating system in a bid to be a sustainable project.

MUSE is expected to develop into an important research centre and will host the Ecsite Annual Conference in spring 2015. *Details:* <http://lei.sr?a=W1d8i>

New York stadium plans leaked

Detailed artist's impressions, claiming to show advanced plans for a new football stadium in New York, US, have emerged on the imgur.com photo sharing website.

The plans purport to show the new home of the New York City Football Club (NYCFC) – a new franchise due to enter Major League Soccer (MLS) in 2015.

NYCFC was announced as the MLS's 20th franchise in May 2013 and is a joint venture between English Premier League side Manchester City and the New York Yankees – the Major League Baseball team.

The leaked images show the location of the new stadium as Pier 40, a man-made island on the west side of Manhattan close to Soho and Greenwich Village. Pier 40 currently hosts



Manchester City FC will be a partner in the New York City football club

a large artificial turf arena and two purpose-built soccer pitches.

Earlier, NYCFC officials confirmed they had opened talks to build a stadium in Flushing Meadows-Corona Park in Queens but the images have not yet been confirmed as official.

Details: <http://lei.sr?a=z3p7f>

Tweddle launches gymnastics legacy project

World Champion and Olympic bronze medallist Beth Tweddle has retired from elite sport to set up a gymnastics academy – the first legacy programme of London 2012 to be led by an athlete.

Tweddle announced her plans on the anniversary of the 2012 Games at Chobham Academy, a new school set to open next month in East Village – the residential development on the site of the London 2012 athletes' village.

Chobham will be home to the Beth Tweddle Academy, which opened in September.

"Following the Olympics I've had a lot of projects on – including the academy – and recently I've had a bit more time to get back into the gym and decide whether I could put



Beth Tweddle won a bronze medal at the London 2012 Olympic Games

100 per cent into it," said Tweddle. "I know now that deep down I can't commit to the hours and training to remain at the very top."

Details: <http://lei.sr?a=j6b9e>

EU Commission planning to tackle inactivity in Europe

The European Commission is to produce official recommendations on physical activity levels as part of its strategy to tackle the high rates of inactivity in Europe.

The Council started discussing the recommendation in September and could publish

and adopt new guidelines as early as December.

Proposals included in the discussions include a framework which would help member states trace developments and identify trends regarding national efforts to promote physical activity. Details: <http://lei.sr?a=E5M9m>

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INSPIRING YOUR SPACE

Yelospa opens first location outside of United States

Yelo Spa has just launched its first spa outside of the US in São Paulo, Brazil.

The new spa in São Paulo features six 'Yelo Cabs' – sleeping pods with soundproofing, aromatherapy and chromotherapy – that enable guests to nap.

In addition, the spa offers facials, massages, manicures and pedicures.

The São Paulo outlet is a simplified version of the Yelo Spa concept – eliminating the menu and reception and replacing it with three service offerings and a host.

Details: <http://lei.sr?a=V2B7c>



Pacha is moving into the luxury resort market

Nightclub operator Pacha opens Ibiza Destino resort

Pacha, the global nightclub operator, has opened a luxury resort on Ibiza, with the development offering 164 rooms, a 200-seat restaurant, a pool and spa. The 50,000 sq m (538,195 sq ft) resort also has private plunge pools and outdoor baths, as well as a yoga studio, conference centre and spa.

Destino's wellness facilities provide massages, facials, manicures, pedicures, body waxes, skin treatments and oxygen treatments, as well as hair and make-up.

Details: <http://lei.sr?a=f6V4f>

See People News p8 for more details

Lack of opportunities stop disabled taking part in sport

Seven out of 10 disabled people in England want to get more active – but a lack of opportunities are preventing them from doing so, according to new research.

A report by the English Federation of Disability Sport (EFDS) which charts disabled people's lifestyles and their participation in physical activity, has revealed that despite the success of the 2012 Paralympic Games, disabled people are still facing a number of barriers which prevent their full participation in physical activity.

Details: <http://lei.sr?a=R4up>

US\$32.9bn to transform west NY

Parts of the New York City skyline will be transformed over the next 30 years by the Hudson Yards development, a 26-acre, US\$32.9bn (£21.5bn, €24.8bn) scheme, which has been in the planning stages since 2001.

The development is being driven by the Hudson Yards Development Corporation, with New York City-based property firm Related Companies selected for the redevelopment.

The centerpiece for the project is a mixed-use real estate development, which will consist of 16 skyscrapers and a 750,000 sq ft (70,000sq m) retail centre with restaurants, cafés, markets, a cinema and bars.

Hudson Yards will have 25.8m sq ft (2.4m sq m) of office space, 20,000 housing units, one-million sq ft (92,000sq m) of retailing and more than 20 acres of public open space.

It's anticipated that developers will build three million sq ft (278,000sq m) of hotel rooms in the neighbourhood over 30 years.

Related Companies is working with the



The Hudson Yards development will include 16 skyscrapers

Oxford Properties Group on the scheme. Related, which has major developments worldwide and is the largest owner of luxury residential rental property in New York. It also owns the Equinox Fitness brand, in addition to holding a partnership interest in Danny Meyer's Union Square Events company – the catering, culture, sports and events division of Union Square Hospitality Group.

Details: <http://lei.sr?a=U69w>

Global sports events market worth £5.9bn

The global sports events market will create £5.9bn (US\$9.1bn, 6.9bn euro) of new business for sports service companies in the next 10 years, says a new study.

The *Global opportunities for sports marketing, infrastructure and consultancy services to 2022* report, says that the global events market's biggest beneficiaries will be in the management and consultancy sectors.

Published by UK-based International Marketing Reports, the study analysed 55 major sports events taking place at some point during in the next decade.

The report's author, Ardi Kolah, says the increasing size of international competitions means host countries and cities are



Events will create US\$9bn of business opportunities over 10 years

having to rely on outside help more and more.

Kolah said: "Major events are getting bigger, as countries use them to regenerate cities and project their image on the international stage."

Details: <http://lei.sr?a=404r2>

Gymtopia encourages gyms to help local communities

A new initiative has been launched to bring together insight, inspiration and stories from the health and fitness industry - with the aim of encouraging gyms and their members to have a wider reaching social impact.

Inspiring stories of gyms doing social good

in the UK, Denmark, Italy, Brazil and Canada have already been published via Gymtopia.

The platform encourages health clubs to collaborate with members and other stakeholders in fundraising to create a positive social impact for those in need. Details: <http://lei.sr?a=t8CzE>

Virgin service sends in-flight gifts

Virgin America has announced the addition of a new service to its flights, allowing passengers to send each other a drink, meal or snack without having to even leave their seats.

Using the airline's Red service, an in-flight tablet integrated into the back of the plane's seats, passengers can select either a snack, meal or drink to send to other flyers, which the sender will pay for.

Using the tablet, airline passengers can view a seating plan of the plane in order to choose who to send their treat to, while there is also the option to add a personalised message or to start a conversation using the system's seat-to-seat chat function.



Passengers can use the in-flight entertainment system to send others 'gifts'

It is thought the scheme could be used as a way to make in-flight entertainment more interesting for flyers, by creating the opportunity for new friendships to develop at 30,000 feet. Details: <http://lei.sr?a=r2A9y>

Guinness wheelchair ad goes viral online

An advert for beer brand Guinness, depicting a group of friends playing wheelchair basketball, has gone viral and could change the perception of disability sport for many.

The advert begins with a group of friends playing in a heated game of wheelchair basketball together.

There is a twist, however, as all but one of the friends stand up from their chairs at the end of the game before heading to the pub as a group.

The advert is groundbreaking as it places abled-bodied people in the environment of disabled sport.

The way wheelchair basketball is portrayed in the advert could make it attractive for abled-bodied to get involved in the sport

In a recent study, the English Federation of



The ad features able-bodied people playing wheelchair basketball

Disability Sport found that 64 per cent of disabled people prefer to take part in sport with a mix of disabled and non-disabled people but only 51 per cent currently have the opportunity to do so. Details: <http://lei.sr?a=f8fzZ>

Social media revolutionising hotels and hospitality

Social media has been a recurring theme in recent hotel developments with both Twitter and Instagram-themed hotels launching.

A five-storey boutique hotel in Sydney, Australia, themed around Instagram, offers travellers dedicated spaces to take photos, as

well as the opportunity to save money with Instagram-related incentives and competitions.

Sol Wave House Hotel, in Magaluf, uses a virtual community called #SocialWave, where Twitter Concierges meet guest requests via the social network. Details: <http://lei.sr?a=X8eE>

App gives beach-goers real-time updates on pollution

A new app giving sunbathers and surfers real-time updates about pollution incidents on beaches has launched in the UK, following development by the charity Surfers Against Sewage (SAS).

Funded by the Environment Agency, the free service sends texts and alerts about sewage discharges and storm water across 250 beaches in England and Wales.

The app was developed in response to concerns about a rise in sewage spills, which contribute to illness amongst beach-goers. Details: <http://lei.sr?a=Y9K5Y>



Smart watch sales are expected to see an increase

Health and fitness devices to dominate wireless market

Health and fitness devices will make up half of all wireless accessories shipped by 2018, with shipments of app-enabled devices set to hit 170m, according to a new report.

The growth in the number of devices shipped will increase from a current level of over 18m this year.

Over 50 per cent of wireless devices shipped this year will relate to health-care and fitness industries with the study suggesting a multi-channel approach being necessary to secure a market place. Details: <http://lei.sr?a=Y3S3y>

OpenTable now testing out customer mobile payments

OpenTable, the world's largest online restaurant reservation service, is testing customers paying using mobile devices.

In June, OpenTable paid US\$1m in stock to acquire JustChalo, a mobile technology company that's been working on a payment app. The system is now being tested in 20 restaurants and OpenTable is planning on having it ready to deploy in San Francisco by the end of the year. Users will be able to review their bill, add a tip and complete the payment using the new app on their mobile device. Details: <http://lei.sr?a=p3N9Q>

QPR in advanced talks over new 40,000-seat stadium

Queens Park Rangers Football Club (QPR) has begun initial talks over the possibility of building a new 40,000-capacity stadium.

It's believed the club is looking into a site in West London – close to its current home Loftus Road, which has a capacity of 18,400 and has been deemed too small to fit in with QPR's Premier League ambitions.

The stadium could form part of a larger redevelopment of Old Oak Common, where a 100-acre area has been deemed suitable for regeneration.

Details: <http://lei.sr?a=F5Gsj>



Bramall Lane, the current home of Sheffield United

Saudi prince acquires stake in Sheff United Football Club

Sheffield United is set to receive substantial investment after Prince Abdullah bin Mosaad Aldulaziz of Saudi Arabia took a 50 per cent stake in the club.

Current owner Kevin McCabe, who retains the other 50 per cent of the club, will share the duties of club chair and in a statement the two said they would look to achieve the Blades' return to the English Premier League 'as quickly as possible'.

London and Dubai-based specialist consulting firm Forticap oversaw the transaction. Details: <http://lei.sr?a=W6b4Y>

Lord aiming to get cycling at heart of British transport

British Cycling has appointed its first infrastructure expert to act as a consultant on how to design cycle-friendly cities.

Adrian Lord, a transport consultant specialising in cycle infrastructure design and promotional strategies, will be the governing body's advisor on cycle-proofing road layouts, junctions and route design.

Lord's appointment is designed to help British Cycling achieve one of its key ambitions – to get the government to put cycling at the heart of its transport policy. Details: <http://lei.sr?a=57X3Q>

Buckingham Palace to host match

Buckingham Palace is to host its first official football match as part of the Football Association's (FA) 150th anniversary celebrations.

Civil Service FC and Polytechnic FC, two of England's oldest amateur teams, will play a game of the Southern Amateur League at the palace on 7 October.

The event will be hosted by The Duke of Cambridge, who is the president of the FA.

Wembley groundsman

Tony Stones will work with the Royal Household gardeners to help create the pitch for what will be one of the most prestigious grassroots football matches ever played. The volunteers have all been chosen for their contribution and service to football – ranging from helping to develop the women's game to providing opportunities for disabled players.



The Duke of Cambridge will host the event in his role as FA president

The Duke of Cambridge said: "In our 150th year, it is hugely important for The FA to honour the efforts of the many thousands of volunteers who week in, week out, help to provide the opportunity for millions more people to enjoy football at grassroots level."

Details: <http://lei.sr?a=w3J9K>

Surf centre plans approved for Snowdon

Plans have been approved to build a huge indoor surf centre in Snowdon, north Wales.

Surf Snowdonia will be built on the site of a former aluminium factory and will feature a 30,000sq m (322,000sq ft) Wavegarden lake, 14,000sq m (150,000sq ft) wakeboarding lake, water-slide, restaurant, retail and indoor play facilities.

The attraction will also include accommodation, with low impact sleeping 'pods' to be located along the lake's waterfront. Larger lodges will also be built and will retain the natural character of the woodlands surrounding the lake.

The scheme is run by Conwy Adventure Leisure. The surfing lake will be open by summer 2014, with the rest of the facilities open by



Plans have been approved to build the 30,000sq m facility in Snowdon

2015. It is expected the project will create 100 new jobs in the village of Dolgarrog.

The attraction aims to offer an authentic surfing experience with technology creating consistent 6ft (1.8m) waves for surfers. Details: <http://lei.sr?a=j4G6H>

Sheffield and Leeds go head-to-head in arena wars

Arena competition in Yorkshire has intensified after the opening of the £60m Leeds Arena and the reopening of the Sheffield Arena.

The recently opened First Direct Arena in Leeds is a 13,500-seater, with Leeds City Council estimating it will bring an additional

£25.5m a year into the city, while the Sheffield Arena has undergone a £3.5m refurbishment. The Sheffield refurbishment saw the construction of a new roof and replacement of all 12,500 seats plus a revamp of its facilities. Details: <http://lei.sr?a=d8p5y>



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Universal Orlando Resort opens new Simpsons area

The world's first Simpsons themed environment is now open at Universal Orlando Resort, giving visitors the chance to experience an expansive range of Simpsons-related attractions and eateries.

Based around an existing central attraction, The Simpsons Ride, the Springfield expansion includes restaurants and knick-knack features from the TV series.

The newly-themed area houses the Lard Lad doughnut shop, Moe's Tavern, the Duff Brewery and a new Kang & Kodos attraction. *Details: <http://lei.sr?a=P7g8S>*



The ride will be part of an existing rollercoaster

Record-breaking drop ride Coming to Six Flags in 2014

Six Flags Great Adventure in New Jersey, United States, has announced plans for the world's tallest drop ride – the 456ft (138.9m) Zumanjaro – opening in 2014.

The 41-storey ride will be connected to Kingda Ka – the world's tallest and North America's fastest roller coaster – and will hold riders 415ft (126.4m) in the air before dropping them at 90mph (143kph) while the roller coaster's trains launch towards them at speeds of 128mph (206kph).

The ride is set to debut in the first quarter of 2014. *Details: <http://lei.sr?a=Z9F2r>*

Bezos Centre for Innovation to debut in October 2013

The Museum of History and Industry (MOHAI) in Seattle, US, is to unveil its brand new Bezos Centre for Innovation, coming October 2013.

Based on two years of research, planning and design, the centre is supported by multi-billionaire and Amazon founder Jeff Bezos and his wife Mackenzie.

The centre will feature interactive experiences and insight from leading innovators, to teach visitors about the importance of innovation, development and progression. *Details: <http://lei.sr?a=V457T>*

Attenborough backing Jurassic

Sir David Attenborough, the Eden Project's Tim Smit and science writer Mike Hanlon are supporting plans for Jurassic, a proposed £85m fossil attraction in Dorset.

The attraction would be created by putting a glass roof over the disused Yeolands quarry and would house thousands of fossils currently being stored by the Natural History Museum. The attraction is likely to include animatronic dinosaurs and immerse experiences which enable visitors to experience the earth as it was in the Mesozoic period when Dorset was home to spectacular marine dinosaurs.

Preliminary sketches have been completed by Renzo Piano, whose architectural practice, RPBW, designed London's Shard of Glass.

The plans show a 340ft (103.6m) long glass roof covering the Yeolands quarry.



The potential location of the attraction is currently a brownfield site

The project would focus on sustainability, incorporating solar panels to generate enough electricity for the entire site. The building has been designed to be 'more or less invisible'.

Once open, Jurassic could create up to 200 permanent jobs and attract 800,000 to 950,000 visitors a year. *Details: <http://lei.sr?a=tzQ8G>*

Dollywood planning US\$300m expansion

Dollywood, in Pigeon Forge, Tennessee, US, has announced the first new projects which will form part of a US\$300m (£192m, €225m), 10-year expansion.

The first development, a dual-launch, family roller coaster named the Firechaser Express, will open next year. The ride will move forwards then backwards over a 2,427-foot track and will be themed on the idea of firefighters protecting the forest of the Great Smoky Mountains.

Opening in 2015, the second project will see the construction of the DreamMore Resort, which will have a spa, indoor and outdoor pools and a restaurant.

An independent economic impact study commissioned by The Dollywood Company



The investment will add US\$150m to the US economy on an annual basis

projects that Dollywood and its hospitality investments will add US\$150m (£95m, €112m) annually to the local economy. It's also thought that around 2,500 jobs will be created. *Details: <http://lei.sr?a=e4g3n>*

Heritage reenactment park in the works for Moscow

Plans to make a heritage reenactment theme park in Moscow, Russia have been revealed.

Russian property developer RDI, has allocated RUB2bn (£39m, US\$60.3m, €45.5m) for the project, which could be ready in five years.

Authorities have approved RDI's proposal to

build the historical park close to the Moscow Ring Road, which will also include a 150-room hotel, ethnography museum, historical village with guest houses and an amphitheatre, and will be able to cater to around 40,000 visitors once it is open. *Details: <http://lei.sr?a=H7B3A>*



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Minor partners up with African Investment group

Minor Hotel Group (MHG) has announced a long term strategic partnership with Rani Investment L.L.C., the owner of high end resorts across Africa.

The groups have formed a joint venture company for ownership of Indigo Bay Resort & Spa in Mozambique, with plans for further expansion in Africa. Located on Bazaruto Island, Indigo Bay is a five star 44-villa resort, and will be re-branded to Anantara Bazaruto Island Resort & Spa later this year and managed by MHG. Details: <http://lei.sr?a=g6c4R>



The spa treatment room uses an Oriental theme

Healing water spa available at China's Banyan Tree resort

Banyan Tree Hotels and Resorts has launched its spa in Chongqing, China, featuring treatments using natural healing waters.

Located in Chengjiang Town and surrounded by the landscape of Jin Yun Mountain and Jialing River, Banyan Tree Chongqing Beibei features 107 retreats and villas with private hot spring pools.

The Banyan Tree spa houses three double treatment rooms, five deluxe double rooms and one royal double room.

There are seven hot spring pools within the spa. Details: <http://lei.sr?a=g3Q7D>

New study examines best practice in hot spring sector

The Hot Springs Alliance Group (HSAG) is undertaking a project titled 'Global Best Practice in Hot Springs Industry' to identify key physical, cultural, ethical, operational and regulatory elements required for growth in the hot spring sector.

The group, which was formed in January 2013, will carry out case studies of hot springs bathing practices and analysis of opportunities throughout China, Japan, New Zealand, Australia, North America, India, Europe and the Middle East. Details: <http://lei.sr?a=v8t2T>

Brando's island opening in 2014

The Brando, an eco-resort encircled by a coral reef in Tetiara, French Polynesia, is due to launch in July 2014.

The 12-island atoll was bought in 1965 by actor Marlon Brando, who fell in love with it while scouting for film locations in Tahiti for his movie Mutiny on the Bounty.

Deep Nature, a French-based spa and thalassotherapy specialist, is working on the spa element of the resort.

The Brando is owned and will be operated by Pacific Beachcomber, which already has seven hotels in French Polynesia, including four InterContinentials. It will have 35 villas with a strong environmental focus – all the energy it uses will come from renewable sources such as solar panels, deep ocean-cooling technology and coconut biofuel.

The spa will be located in a large planted area partly built over a tropical pond. It has a



Marlon Brando bought the island in 1965

village style with facilities – three double treatment rooms, two steamrooms, a cold bath, relaxation area and tea lounge.

The 600sq m UP Site spa will have five treatment rooms including a double, plus a swimming pool, a hammam with scrub room, a fitness centre, relaxation room, a tea room, hot and cold baths and a sauna. It will use Cinq Mondes products. Details: <http://lei.sr?a=U49J>

Owners of Ecover behind new Dormy spa

A new 'farmhouse chic' spa is set to open in the 17th century Dormy House hotel, located in the centre of the UK's Cotswolds countryside, in February next year.

The farmhouse hotel, which reopened in early September after a multi-million pound renovation, is privately owned by the people behind the green cleaning products brand – Ecover.

Treatments will take place in one of six rooms. Spa facilities will include a 16m infinity swimming pool, Rasul therapy and treatment suite, spa terrace and garden hydro pool and a personal training studio for guests.

A thermal suite will also house a salt infusion steamroom, drench showers and ice chute,



The infinity pool will feature mood lighting and access to the spa terrace

lavender sauna and a Juniper Finnish sauna.

For a full spa retreat experience guests can also avail themselves of six large spa guest-suites where a range of spa packages will be on offer. Details: <http://lei.sr?a=U9U4C>

Ecocert launches certification for eco-friendly spas

Ecocert is set to launch its register of consumer-facing certification for eco friendly spa facilities with a website dedicated to spas.

The register will include details on each of the certified spas, as well as other spas involved in the programme. Details will include things

such as types of equipment, services and protocols across all spas involved.

So far only a few spas have been certified, although 15 more are currently being processed, with Ecocert aiming to have 50 certified within a year. Details: <http://lei.sr?a=r4K8M>

Titanic hotel coming to Liverpool

Developer Signature Living has acquired Albion House, the old headquarters of the doomed Titanic liner in Liverpool, with plans to turn the historic building into a Titanic-themed hotel.

A planning application was recently submitted, with plans envisaging the use of 350,000 sq ft of floor space to create a luxury 350-bed-room aparthotel, with a gym, bar and restaurant named Signature Living Hotel – The Home of The Titanic.

If plans are approved, the developers hope to begin construction work on the hotel sometime in October, with part of the hotel being open by April 2014.

The distinctive building, located on The Strand, was bought by husband and wife developers Lawrence and Katie Kenwright who run Signature Living. The developers also have a



Albion House was built using Portland stone and red brick

movie-themed hotel in Liverpool's Stanley Street and other serviced apartments located across the entire city.

The current building is often heralded as one of Liverpool's most unique structures, due to its construction from Portland stone and red brick. Details: <http://lei.sr?a=y6A5V>

Murray hotel nearly ready following refurb

The refurbishment of a luxury hotel in Perthshire, Scotland, owned by Wimbledon 2013 Champion, London 2012 Olympic Gold Medalist and British number one, Andy Murray, is nearing its completion.

The five-star Cromlix Hotel, located near Murray's home town of Dunblane, will feature five suites, ten bedrooms, a chapel, reception hall, two drawing rooms, a conservatory, library, meeting rooms and a Chez Roux restaurant offering locally sourced produce.

The hotel, which sits in 36 acres of landscaped grounds, was bought by Murray in February for £1.8m who said: "I have obviously been pretty busy recently, but I've been keeping in touch with the refurbishment work



Wimbledon champion Murray bought the hotel in February for £1.8m

at Cromlix and am delighted with its progress."

The hotel is being managed by Inverloch Castle Management International (ICMI) and is set to reopen in the first quarter of 2014. It will create 40 new jobs for the area. Details: <http://lei.sr?a=M8d5m>

Nottingham best for value in the UK says TripAdvisor

Nottingham offers the cheapest city break in the UK and Edinburgh the most expensive, according to a recent study by TripAdvisor.

An evening out and overnight stay in a four star hotel in Nottingham for two costs £164.73, nearly half the price of a break in the UK's

most expensive city, which costs £298.46.

The study looked at the UK's 20 most popular cities, taking into account costs for two people to enjoy a cocktail at a five star hotel, a meal out, taxis and an overnight stay for two. Details: <http://lei.sr?a=kopiX>

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North Korea plans tourism drive

North Korea is looking to boost its tourism numbers by improving access to the country and improving facilities for foreign visitors, according to the country's national news agency.

"The country has a bright future to develop tourism," said Jo Song Gyu, director of North Korea's International Travel Company, one of several state-owned bureaus in North Korea that control tourism in the reclusive nation.

Speaking to state news agency, KCNA, Song Gyu revealed that his ambitious plans to increase tourism numbers would see 'economic development zones' built in each of the nation's nine provinces. These zones would include fitness centres, service complexes and duty-free shops for tourists to use.

Song Gyu also said that hotels would also be renovated to meet "the world's level." Plans were initially revealed by luxury German hotelier Kempinski to open at least 100 rooms by the end of 2013, but amid growing tensions between North and South Korea, the plans were quickly scrapped.

Most recently plans were revealed by Supreme Leader, Kim Jong Un, to construct a



Visitors to North Korea must be supervised at all times

ski resort, but those plans too fell apart when attempts to purchase ski equipment failed under UN sanctions on luxury goods.

The manner in which visitors to the country are watched is one of the reasons North Korea is not a frequented destination. A government minder will restrict tourist interactions with local people and will also dictate where they can travel. *Details: <http://lei.sr?a=P4KqM>*

Spanish health tourism could benefit spas

Spain is aiming to capitalise on the health tourism market and a number of organisations have joined forces to make the country a world leader in the sector.

The new alliance, made up of the National Federation of Private Clinics (FNPC), National Spas Association (ANBAL), Business Federation Unit (EDF), Spanish Confederation of Hotel and Tourist Accommodation (CEHAT) and the Spanish Confederation of Travel Agents (CEAV) is aiming to promote Spain's medical sector and build on the 21,868 health-driven tourists who visited Spain in 2012.

"Advances in medicine allow people around the world to seek the best technical and economic solutions for the prevention and treatment of various diseases," said Inigo Valcaneras, president of the alliance. "Spain can become a great health tourism destination, in which we can use spas to incorporate treatments using our prestigious health system to provide assistance."

One spa that will benefit from the tourism drive is the Hotel Balneario Valle del Jerte, in the Cáceres region of western Spain. The spa



The Spanish wellness economy could grow up to €500m a year

has a 1,500sq m (16,000sq ft) water area, split into two sections – a spa area for rest and relaxation and a thermal area that offers sulphur, fluorinated and chlorinated sodium bicarbonate waters used to treat a variety of ailments, including arthritis, rheumatism, and eczema, in addition to various respiratory problems.

Health tourism is worth an estimated €140m (£121m, US\$186m) to the Spanish economy and with the new alliance, the figure is expected to grow to €500m (£432.5m, US\$664.1m) a year. *Details: <http://lei.sr?a=B2bhg>*

Inbound tourism for UK at highest point since 2008

The first half of 2013 saw record spending levels and the strongest visitor numbers into the UK since 2008, as inbound tourism continues to grow.

According to new figures from the International Passenger Survey, Britain attracted 15.2 million visitors in the first half of 2013, a 4 per cent increase on the previous year's figures, while people spent a record £8.7bn during the period. *Details: <http://lei.sr?a=D1F7q>*



Clevedon Pier received £500,000

Coastal towns to receive share of £29m in 2014

Seaside towns will be given a share of £29m to help boost growth, with next year's Coastal Communities Fund (CCF) being given a five per cent increase from last year.

The Coastal Communities Fund was launched in 2012 to invest in seaside towns and villages, to assist them in reaching their economic potential and creating new opportunities for young people locally.

Projects which have benefited include heritage railways in York and Swanage, pier regenerations in south Wales and training programmes for green tourism.

Successful bids from round two will be announced during the fourth quarter of 2013. *Details: <http://lei.sr?a=k4G6f>*

Almost a quarter of visitors to Spain are from Britain

British tourists made up almost a quarter of all international visitors to Spain between January and the end of July 2013, according to figures published by Spain's Ministry of Industry, Energy and Tourism.

The figures revealed that the country has witnessed a 2.9 per cent increase on visitor numbers since 2012, with Spain attracting 34m international visitors this year.

The number of British tourists who visited the country has also seen an increase of 3.4 per cent over the last year. *Details: <http://lei.sr?a=w8r7W>*

Tabata classes launch in London

New high intensity interval training workout Tabata has been launched across London, with Fitness First health clubs being the first in the world to offer the officially endorsed, scientifically-backed sessions.

The Tabata workout's first commercial arrangement – between Universal Pictures International Entertainment (UPIE), Big Shot Productions and Fitness First – will see the workout initially available at 50 Fitness First clubs spread across London.

The Tabata system was developed by Professor Izumi Tabata while he was working with the Japanese Olympic speed skating team on their fitness.

Tabata consists of 20 seconds of intense exercise, followed by 10 seconds of rest, repeated eight times over a four-minute period.

According to its developers, Tabata has been



Fitness First's instructors will work with a qualified Tabata master

scientifically proven to be the most effective way to increase aerobic and anaerobic fitness.

The workouts will feature dynamic body-weight moves that raise heart rate to get participants to their maximum heart rate over the four-minute Tabata section of the workout.

Details: <http://lei.sr?a=n6H6H>

David Lloyd Leisure sold to TDR Capital

David Lloyd Leisure (DLL) has been taken over by private equity group TDR Capital.

Following the deal, it's believed TDR has identified 20 sites in the UK for expansion, as well as further opportunities abroad. There's also talk of potential mergers and acquisitions deals, as well as the prospect of £50m to upgrade existing facilities.

Though the terms of the deal haven't been disclosed, it's thought the business was sold by London & Regional and joint shareholder Caird Capital for around £750m. The takeover sees TDR gain control of a chain of 94 clubs, with membership figures standing at 440,000.

David Lloyd says it has performed well over the last five years: EBITDA has improved from



DLL was bought at a write down of £276.7m from London & Regional

£77m in 2007 to £90m for the last full financial year, while the number of sites has increased from 78 in the UK and nine overseas – a total of 87 clubs in 2007 – to 81 clubs in the UK and 10 overseas. Details: <http://lei.sr?a=Z5pG>

Bacteria in the gut influences levels of obesity says new study

Bacteria in the human gut could play a vital role in determining who is obese and who is lean, according to new research.

The study investigated the effect of gut microbiome on obesity from influences such as genes, diet and exercise.

The experiment helps with understanding the gut's organisms' influence on weight gain and will enable scientists to research introducing organisms into people who are overweight to supplement them to fight obesity.

Details: <http://lei.sr?a=Z3B9B>



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DESIGN NEWS

From France's highest building to the world's largest indoor arena



• The building features triple glazed windows, solar panels and environmentally friendly toilets

Project: Refuge de Gouter

Design: Groupe H

Location: Mont Blanc, France

Lodge opens on Mont Blanc

Designed for mountaineers ascending Mont Blanc, the Refuge de Gouter provides shelter for weary climbers a staggering 3,800m above sea level.

The alpine lodge has been designed by Swiss architecture firm Groupe H. The high altitude presented challenges to the construction - work could only be carried out from spring to autumn and often had to be halted due to bad weather. The stainless steel-clad building has been designed to resist fierce mountain winds.



• The lodge is the last shelter before Mont Blanc's summit



Project: Dalston House

Design: Leandro Erlich

Location: London, UK

Argentine artist creates mindbending installation

Argentine artist Leandro Erlich designed this amazing looking installation in Hackney over the summer, creating the illusion of people scaling the walls of a Victorian terraced house.

Dalston House was commissioned by the Barbican and features the façade of a house similar to one that would have previously stood on the Hackney street. The façade lay on the floor, with mirrors positioned above it, giving the impression that visitors were climbing the building or hanging from windowsills.



The tents blend in with the landscape



• The lodge provides stunning views of the Masai Mara's wildlife

Luxury safari camp opens in the Kenyan wilderness

A safari camp featuring 12 tented suites, a bar and dining tent and a spa and pool has opened in Kenya.

The camp, which is owned by holiday brand Virgin Limited Edition, sits in the Motorogi Conservancy wilderness. The 12 tents sit on a raised deck, and have curved steel frames, wrapped in terracotta canvas.

Project: Mahali Mzuri

Design: Real Studios

Location: Kenya

The design was by Real Studios' Yvonne Golds, who worked closely with local craftsmen and designers to create vibrant, colourful spaces that celebrate the region's traditional prints and materials. The suites feature bamboo light fittings, basket-woven lampshades, bespoke wooden furniture and fabrics from Tanzania and Kenya.



• All of the fabrics and furnishings are sold by Laura Ashley

Project: Laura Ashley The Manor, Elstree

Design: Laura Ashley in-house designers

Location: Hertfordshire, UK

Laura Ashley launches boutique hotel

Laura Ashley has opened a luxury boutique hotel set in the Hertfordshire countryside.

Laura Ashley The Manor, Elstree has 49 rooms and suites, which have all been decorated using the latest Laura Ashley Home collections. The mock Tudor hotel has been renovated by the Laura Ashley Design Services team in a light, contemporary style and is set in 10 acres of gardens and natural woodland. It was bought in 2012 and is the first of the company's boutique hotels.



Art'otel teams up with Dutch artist

Art'otel Amsterdam has announced its collaboration with Dutch multidisciplinary art practice Atelier Van Lieshout.

Art'otel Amsterdam is the first in the brand - which blends a distinctive architectural style with art-inspired interiors - to open in the Netherlands. It features 107 rooms, with a choice of Art Rooms and Masterpiece Suites.

Art'otel, owned by PPHE Hotel Group, has hotels across Germany, Hungary and the Netherlands. Each hotel is a

Project: **Art'otel Amsterdam**

Design: **Joep Van Lieshout**

Location: **Amsterdam, Netherlands**

homage to a signature artist, incorporating their art and style into every aspect of the hotel.

Art'otel Amsterdam will feature works from Atelier Van Lieshout - owned by Joep van Lieshout - on the theme of life. These will include a fertility lamp and a skull chair.



● It will host church ceremonies, boxing, tennis and concerts

Project: **Manila Arena**

Design: **Populous Melbourne**

Location: **Manila, Philippines**

World's largest arena taking shape

The Manila Arena in the Philippines is currently under construction. Upon completion, it will claim the title of largest indoor arena in the world.

Designed by Populous, the 50,000-seat arena has been commissioned by Iglesia Ni Cristo (The Church of Christ). The aim is for it to be unveiled in time for the church's centennial celebration in 2014. The projected cost is US\$175m (£113m). The masterplan will see the inclusion of shopping centres, a hospital and residential developments.

HENEGHAN PENG

Opened last year, the Giant's Causeway Visitor Centre in Northern Ireland has been shortlisted for the Stirling Prize. Architect Róisín Heneghan talks about the challenges of designing it, plus the inspiration for the Grand Egyptian Museum

What was your brief for the Giant's Causeway Visitor Centre?

The National Trust wanted a 1,800sq m replacement visitor centre plus car parking for 400 cars. We had to demolish the existing visitor centre, provide a temporary spot and then redistribute all the roads around the site, while we were building the new centre. Because we were building on a World Heritage Site, the new centre had to be more or less the area of the original building.

What was your starting point for the design?

The car park was intrusive for the site, but it was essential because the only real way of getting to the Giant's

Causeway is by car, and there were problems with people parking on the very narrow local approach roads.

We didn't want to create a building that was surrounded by car parking, so we decided to integrate the parking with the building. The other consideration was the fact that people clearly don't come to the area to see a visitor centre, they come to see the Giant's Causeway site; we want them to be first of all aware of the landscape.

We cut into the earth to create two folds in the landscape – one accommodates the building, and the other hides the car park from view. Between the folds is a walkway that leads to the coastal ridgeline.

Can you describe the design of the visitor centre?

The structure is concrete, and so it's quite a heavyweight building. It's built into the earth, so we continued the grass over the top of the building, but because it's a World Heritage Site we had to be quite careful with the seeding of the grass; we needed to use seeds that were collected locally. There was a fairly extensive trialing period that went on for two years, where seeds were collected from the National Trust, then we trialed them with more durable seeds, because people were walking on them, and eventually we found one that worked for the roof.

We used basalt stone for the façade, from the same lava flow that formed the Giant's Causeway columns.



■ The interior of the centre has been designed very simply to make it easy to navigate

If you are walking along the coastal path, which continues for miles, you just come upon the visitor centre. You can walk over the roof, look down through the skylights into the exhibition space, then walk into the building.

What is the internal space like?

We were constrained by the fact that we were building on a World Heritage Site, so the centre is not very big, considering the number of people that come into it on peak days. Because of this, we designed it so that it was very simple to navigate.

When you come into the centre, what you see is a straight line through the building, with light at the end. To your left there's a payment desk and a café, then further on there is a retail



■ Róisín Heneghan



PHOTO: MARIE LOUISE HALPENNY

space and an exhibition area. To your right is a toilet. If you just walk straight through, you walk out and down to the stones. It's a very simple space.

How did you achieve the BREEAM Excellent rating for sustainability?

The building has ground source cooling and heating – the cooling was a bigger issue, because of the number of people in the building, and also because the exhibition has lots of electronics and computers. The skylights bring in a lot of daylight, even though the building is sunk into the earth.

Water conservation and management features have been employed, and we tried to source the materials locally as much as we could.



PHOTO: MARIE LOUISE HALPENNY

■ The dramatic landscape is allowed to dominate

GIANT'S CAUSEWAY VISITOR CENTRE

The Giant's Causeway lies in Northern Ireland's Causeway Coast World Heritage Site, a landscape of cliffs formed by hexagonal basalt stones, agricultural landscapes and cliffside walks.

Heneghan Peng won a competition to design the Giant's Causeway Visitor Centre in 2005 for the National Trust, providing

exhibition spaces, a café, a gift shop and toilets.

Using the large difference in level across the site, two folds are created in the landscape. One, extending the line of the ridge, accommodates the building. The second, extending the level of the road, screens the car park from view. Between the two folds, a

ramp leads to the coastal ridgeline.

The centre was opened in July 2012 by Irish First Minister Peter Robinson and deputy First Minister Martin McGuinness. In July 2013, it was announced that the centre was one of six buildings shortlisted for the Royal Institute of British Architect's Stirling Prize. The winner is announced on 26 September.





■ Two folds in the landscape were created to hide the centre and the carpark



PHOTO: MARELOUISE HADPENNY

■ The stones surrounding the centre imitate the basalt stone columns of the Giant's Causeway



If you're walking along the coastal path, the centre is kind of a surprise. People start to notice things, like the fact the paving and the handrails change, and then they realise there's a building underneath them



What were the biggest challenges of the project?

Getting the parking right was a big challenge. We needed to put a lot of parking into a very constrained site and we had to be careful not to overwhelm the site visually. It was difficult getting the flows to work to avoid people and buses crossing over, and it was tricky even from a planning point of view, convincing the road engineers that ours was a sensible solution.

We had to think about things like not letting the car park get so crowded that coaches couldn't turn around. It was very pedestrian, ordinary stuff, but was definitely the most complicated thing about the project.

What is your favourite part of the design?

Going up onto the roof. When you're up there, you can see down onto the cliff, and you can look back at the landscape, back to [the village of] Bushmills – it's something you couldn't have seen before.

If you're walking along the coastal path, it's kind of a surprise; people don't realise there's a building here. They start to notice things, like the fact that the paving and the handrails start to change, so they realise something is happening, and then they realise there's a building under them.

What's been the reaction to the building?

The National Trust is very happy with it. We put in a lot of work with the Trust and their operational people during the design phase to get the building to work for them, and I think that really paid off.

What drew you to a career in architecture?

I have no idea! I think I was about 12 or 13 when I decided I wanted to be an architect, but I don't know why.

I studied architecture at University College in Dublin, and Harvard in the US. In between, I worked at a variety of offices in New York.

I met [Heneghan Peng co-founder] Shih-Fu Peng at Harvard. When I left Harvard, I was working for Michael Graves in New York, and at the same time Shih-Fu and I were doing ideas competitions together. We won the first one we did, then nothing happened for years, then we won another ideas competition for a football stadium in LA in 1999. In the same year we were selected for the Architectural League of New York's New Architects programme. After that we decided to do real building competitions. We won the bid for a civic office outside of Dublin in 2001, and relocated to Dublin.

We won the competition to design the Grand Egyptian Museum in 2003 [the competition attracted 1,557 designs from 83 countries]. That was our first really big win as a practice, and it was a great feeling.

Who do you admire in architecture?

Rem Koolhaas, more for his thought processes than his actual buildings.



■ The Palestinian Museum (above) and the façade of the Grand Egyptian Museum (below)



What do you enjoy most about your job?

Probably the beginning of the design process, because things are much more open at that point.

Can you describe your vision for the Grand Egyptian Museum?

The site is very close to the Giza Pyramids – about 2kms away. It's going to house the collection from the current Egyptian Museum.

The site itself has got a significant difference in levels across it – about 50m – created as the Nile carves its way through the desert. We have created a new 'edge' to the plateau with the museum's façade wall. We thought that it would be nice if it was translucent, so that it comes alive when it gets dark – the façade is created from translucent stone that transforms from day to night.

We also really wanted people to see the pyramids when they were inside the museum. We thought that from

certain places, the pyramids should almost be visible in one view, so that you can see the extent of the collection. That's what really drove the design, because that had a whole series of knock on consequences.

The museum is currently under construction, and is due to open in 2015.

Tell us about the Palestinian Museum you designed near Ramallah in the West Bank

The 2,500sq m museum will explore different aspects of Palestinian history and culture. It's being designed as a hub, because it's so difficult to get into Palestine, so there will be other museums in other areas which are more easily accessible. This museum will be the generator of a lot of the content for the other museums. It won't have a permanent collection, it will have exhibition space with temporary exhibitions. It will house quite a lot of administrative functions, as well as support spaces, a café and the gardens, which will be part of the museum.

The first phase is due to open next year. If it's successful, a further 5,000sq m of museum space could open in a second phase.

Where did the vision come from?

It's based on the idea of Palestinian agricultural terraces. The museum itself is not very large, but the terraced site has a series of gardens, and these will be part of the museum.

We talked to the landscape designer about the fact that you could tell the story of Palestine through the gardens. The area has been a crossroads for so many people, and the plants tell the story about the occupation of that landscape.

If you take the orange, for example, it came from Asia. So you could look at the trade route from Asia, you could also look at menus, food and dishes which have been built around the orange. That could be one way of telling the story of Palestine without getting too caught up in the politics. ●

TONY HAWK

From a hyperactive kid messing around on a board to the world's most famous skateboarder, Tony Hawk has come a long way. He tells Magali Robathan why he's using his success to build skateparks in deprived communities

He may be the world's most recognisable skateboarder – indeed one of the world's most recognisable sportspeople – and he may have made a fortune from skating, but for Tony Hawk it has never been about the money or the fame.

"I never expected any of this when I started," he says. "There was no dream of becoming rich and successful, because no-one had ever done it, and it didn't seem possible. I just loved skating. It gave me a sense of accomplishment and a sense of self confidence that I couldn't find anywhere else – as well as a creative outlet."

At 45, with four children, a hugely successful skateboard business, a wildly popular video game franchise and a charitable foundation to take care of, 'the Birdman' still makes sure he skates for at least two hours a day, and regularly performs in skate demos around the world. Indeed, when I talk to him, he has just come back from a tour of Canada, which saw him perform alongside other world class skateboarders in cities including Toronto, Winnipeg and Calgary.

"I'm still actively skating," he says. "I don't have every hour of the day to devote to skating anymore, because



PHOTO: DALE MAY

■ Today, Hawk helps to build skateparks in underprivileged areas



Hawk retired from professional skateboarding in 1999, but continues to skate in demos around the world

I never expected any of this when I started skating. There was no dream of becoming rich and successful

PHOTO: JODY MORRIS © TONY HAWK FOUNDATION

I have so many other responsibilities, but going out and trying new moves is what I strive to do. Plus I'd never want to make a living from skateboarding if I weren't actually skateboarding myself."

To say that he makes a living from skateboarding is something of an understatement. He runs the hugely successful Birdhouse Skateboards skate company, while his Tony Hawk Pro Skater series is one of the most successful video game franchises in history. He makes skateboarding videos, organises extreme sports events, regularly appears on tv and in films, has made millions from a wide range of endorsements, has launched a premium channel on YouTube dedicated to skating and has published a hugely popular autobiography.

In 2002, he established the Tony Hawk Foundation, a charitable organisation that helps build skateparks in low income communities across the US. His Twitter biography

(he has more than 3.4 million followers) reads: 'professional skateboarder, dad, videogame character, CEO, kid chauffeur, global hopscotcher, food glutton and public skatepark defender.'

HOW IT ALL STARTED

When Hawk was nine years old, his brother gave him one of his old skateboards. A self-confessed "hyperactive demon child," Hawk found that skateboarding gave him an outlet for his excessive energy, and he found a home from home at the Oasis Skatepark near San Diego in southern California.

By 12, he was winning amateur competitions throughout California, and by 14 he had turned pro. By 25 he had competed in 103 professional competitions, winning 73 of them and coming second in 19, and was widely regarded as the world's best vertical skater.

In the early 1990s, though, the global recession hit, and skateboarding died a sudden death. Skateparks

were torn down or bulldozed, competitions were cancelled and skate companies closed down. Hawk stuck with the sport though, and launched his skateboard company, Birdhouse Projects (now renamed Birdhouse Skateboards), with fellow professional skater Per Welinder in 1991.

Hawk had a few tough years, but his confidence was eventually rewarded, as skateboarding began to grow in popularity again, and Birdhouse grew into a hugely popular and successful skateboard company. In 1999, he had his most successful business idea, when he teamed up with Activision to create the Tony Hawk Pro Skater video game. The same year, he became the first person to successfully land a 900 (two and a half rotations) at the X Games in San Francisco, a feat which was broadcast by television sports network ESPN and catapulted him – and skateboarding – into the mainstream.



As a child, skateboarding gave Hawk an outlet for his excessive energy and helped him to feel accepted



"Landing that 900 was one of the highlights of my career," says Hawk. "It was something I'd been trying off and on for five years prior to that, so to finally make it in such a huge venue was a big deal. It really changed my life in terms of the recognition factor and opportunities."

Hawk retired from professional skate competitions shortly afterwards, but has continued to perform in skate demos and events, as well as organising his own events. He launched the Boom Boom Huck Jam show in 2002 – an extreme sports tour featuring freestyle skateboarding, BMXing and motocross that toured arenas and Six Flags amusement parks across the US (Six Flags also launched a rollercoaster with Hawk's name: Tony Hawk's Big Spin). The last Boom Boom Huck Jam was in 2008, but Hawk says he'd be keen to relaunch it. "We still have all the ramps, so if we found a good sponsor we'd happily go on the road again," he says.

GIVING SOMETHING BACK

Hawk's huge personal success made it important for him to put something back into the sport that had given him so much. In 2002, he set up the Tony Hawk Foundation, with the aim of providing skateparks in low income communities, and "empowering youth to want to make a positive difference to their communities."

The idea for the Foundation was born when Hawk realised the poor quality of many of the skateparks being built in the US.

It's exciting to think that skating has come this far, to affect kids from all walks of life. It makes me very proud

"About 10 years ago I saw that there was a lot of interest in skating, and communities were starting to build skateparks, but mostly in affluent areas in big cities," he says. "I got invited to some of the openings of these parks, and when I went to skate them I realised that they were really built poorly. They clearly weren't designed by skateboarders; they were designed by people who thought they knew what skateboarders needed, and were built by contractors that had no experience of building skateparks.

"I wanted to change that cycle and try to encourage the cities to get skateboarders involved in the design, but also to direct fundings towards the cities that need those facilities – the low income areas with at risk youth."

Hawk was convinced of the power of skating to help give disadvantaged young people a positive focus.

"A lot of kids in those areas choose to skate, and they don't have any support in that, so they get discouraged from doing something they have a passion for and they end up probably



■ Hawk with some of the young people who lobbied for the creation of the Compton Skatepark

TONY HAWK ON THE WORK OF THE FOUNDATION

The skateparks in high-risk areas that we have helped to fund are thriving – they offer kids a safe place to go and something to do that gives them a sense of self-esteem they may never find anywhere else. This is especially true when the

kids that have been championing their own park are validated with a grant and resources from THF. Once communities get their first park, they almost always seek to build more because they realise the enduring positive effects they have

on kids. And the parks are busy from dawn to dusk.

With our help, skateparks are growing steadily in numbers, but we still need plenty more of them, built correctly, and located in communities where kids are most at-risk. We

are committed to helping those in need more than ever before, and our staff is an encyclopedia of knowledge on the process, resources, and benefits of building free, public skateparks in areas where they are needed most.

doing something more subversive,” he says. “Not all kids fall into mainstream sports – in the US, as many kids are into skateboarding as are into baseball, and if the cities aren’t recognising that desire they’re fooling themselves.

“Skating teaches them a lot about self confidence. It’s healthy, it’s creative, it’s active and also it allows them to be part of a community and share ideas and develop new techniques.”

The Foundation is not about just handing over money – the idea is to empower young people who have

already taken it on themselves to try to create skateparks in their communities.

As an example, Hawk cites Los Angeles’ infamous Compton district. Young people in the area spent three years lobbying for a skatepark, working with the city and key members of the community, washing cars and putting on events to raise money and awareness for their project.

The Tony Hawk Foundation was approached, and got involved with fundraising and designing the park, raising more than \$70,000 towards

the \$500,000 needed. In June 2009, the Compton Skatepark opened, with Hawk there to cut the ribbon and try out the park himself.

As well as giving the young people a safe place to skate, the opening of the park made them feel listened to, and a part of their community, says Hawk. “It gave the kids there a sense of validation and support that they are doing something different, and they are supported in it by the community.”

On a personal level, Hawk says he derives huge satisfaction from being



Hawk gives a speech at the opening of the Compton Skatepark in LA in 2009. THF raised more than \$70,000 for the park

PHOTO: JODY MOGERS/©TONY HAWK FOUNDATION

part of new skateparks opening in areas that really need them. "It's very validating for me too, but it's also exciting," he says. "It's exciting to think that skateboarding has come that far, to affect kids from all walks of life. It makes me very proud that I had a hand in getting that park open."

The Compton Skatepark is just one of 505 free, public skateparks in the US that have been awarded grants by the Tony Hawk Foundation, with 420 of those currently open and being used by 4.5 million people a year.

The Foundation was set up with a gift from Hawk, and money for the grants is raised by corporate donations and fundraising events, including the annual Stand Up For Skateparks action sports event. This showcases top skaters and BMXers riding on Hawk's vertical ramp, and also features music performances, food and silent and live auctions.

As well as providing grants, the Foundation also gives advice on building safe, properly-designed parks. "We do advocacy as much as funding," says Hawk, who pores over every design himself, and marks it up to ensure it's as well-designed as possible. "We're not set up to give funding

internationally, but we can give advice and direction on how to get parks built."

I ask whether Hawk would like to take the work of the Foundation global. "That's the ultimate dream, for sure," he says. "We need more funding and staff, but if anyone asks which direction the Foundation is headed, that's the direction we're going in."

Where would they go? "We'd go where skateboarding is recognised and growing, like the UK, France, Spain, Australia and New Zealand."

For now, the priority is to secure more funding, with Hawk and his team working hard on trying to get grants from bigger organisations. "We're well on our way," he says. "We just got a couple of awards this year from bigger philanthropic organisations that have put us on the map."

HIGHS AND LOWS

Despite Hawk's huge successes, it hasn't been all highs, and not all of his business ideas have succeeded. I ask about his worst business idea, and he laughs and says "my high end denim line was the least successful. We launched it in 2004, and it started off pretty well, but the jeans were just

too expensive." What did it teach him? "Not to get involved in areas that I know nothing about!"

Another low came in 2003, when he broke his pelvis while performing at Quicksilver's Action Sports Weekend at Downtown Disney in Anaheim. "That was the lowest point in my career," he says. "I was doing a 540 and over-rotated and came down on my hip. That kept me out of skating for a couple of months." As well as fracturing his pelvis, the accident left him with concussion and 15 stitches above his eye.

For Hawk though, the pleasure he's got from skateboarding more than makes up for the many injuries he's sustained. He is driven by new challenges, he says, and by "finding new ways to promote skating, spread awareness and get more skateparks built."

And of course, he's driven by the sheer pleasure of getting on a board, messing around for a couple of hours and trying new moves. At 45, he shows no signs of slowing down, and when I ask him how long he plans to carry on skating for, he sounds surprised.

"I don't know," he says. "I don't give myself ultimatums that way. As long as I'm good at it, I'll keep on skating." ●

Managing contractors effectively provides a safe path through legacy

LONDON 2012: LESSON LEARNT SERIES

1 Leadership & Structure

2 Preparing for Work

3 Venue Operations

Managing director of RDHS Limited, Joe Ryan, talks about how the successful management of contractors at the London 2012 Olympic and Paralympic Games can have a lasting legacy for public facing sport and leisure operators across the UK

Preparing for work

With up to 180,000 accredited contractors working across the Olympic Park, the risk of accidents, incidents and ill-health was always going to be high. From the outset, the Olympic Delivery Authority (ODA) and the London Organising Committee for the Olympic and Paralympic Games (LOCOG) made it clear that health and safety was their number one priority.

The regulation of workplace health and safety has changed significantly over recent decades, moving away from prescriptive legal standards towards an increasing reliance on goal- and process-based standards.

There is now a general consensus among practitioners and policy makers that a comprehensive and systematic health and safety management system is an essential pre-requisite for meeting these standards.

Raising the bar on health and safety

Contractors were expected to demonstrate strong leadership and were held accountable for their health and safety arrangements. The bar was raised and the culture across the Olympic Park was not 'what we did' but 'the way we did it'. It was felt that the better we could manage health and safety, the more contractors were able to keep to time and budget.

Speed of completing tasks proved not always to be the safest method and increased risk. Client management ensured contractors were prepared to complete tasks in a slower, safer way.



There was an inclusive culture across the Olympic Park

The regulation of workplace health and safety has changed significantly over recent decades

Active Engagement

Raising standards of health and safety could only be achieved through active engagement of the contractors and their workforce. Each venue on the Olympic Park set up a Safety, Health and Environmental Leadership Team (SHELT). These groups led to an inclusive culture across the Olympic Park, avoiding a 'them' & 'us' scenario.

Poster campaigns such as 'You're Part of it' and 'Be Proud' complemented the *Park Life* monthly newsletter and contributed hugely to worker involvement.

Reams of text just don't get the message through to the right people, those interfaced with risk. To address this, a set of visual standards were established and used park-wide, which avoided any misinterpretation. The message was clear, 'this is what good looks like' and 'this is what bad looks like'.

Learning legacy

The big question on my mind these days is whether these standards can be implemented through legacy into many of our local sport and leisure venues.

I have been alarmed for some time now at the lack of management control of contractors. I have witnessed contractors being allowed on-site without going through an appropriate procurement and selection process. A lack of task-specific Risk Assessments and Method Statements (RAMS) topping the list of deficiencies.

If we are to learn the lessons from London 2012, we need to understand better how to manage contractors and the risks associated with their work and getting this wrong. Contractors who worked on the Olympic Park do not want to go back to the way it was – they want to take these standards onto their future jobs.

Success is dependent on the client's on-going determination to fully exploit their influence, ensuring clarity and transparency of governance, worker involvement and empowerment. ●

RD Health & Safety

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RDHS, supplier of health and safety support services (Olympic Park) to the London 2012 Games. For further information regarding services offered by RDHS, visit www.rdhealthandsafety.co.uk



SIR KEITH MILLS

Former London 2012 deputy chair Sir Keith Mills and Williams FI boss Adam Parr are now heading up the Sported Foundation, set up to answer the legacy promise of the 2012 Olympics. Magali Robathan finds out how they're using sport to inspire a generation



ADAM PARR



Sported supports hundreds of basketball projects across the UK and has helped fund facilities

When the London 2012 bid team, led by Lord Sebastian Coe and Sir Keith Mills, went to Singapore in 2005 to bid for the right to host the 2012 Olympic Games in London, they took 35 young people from East London with them. "Why are they here?" said Lord Coe, as he spoke to the International Olympic Committee delegates in the room. "It's because we're serious about inspiring young people.

"Choose London today, and you send a clear message to the youth of the world – the Olympic Games is for you."

Fast forward eight years and I'm meeting Sir Keith Mills in London to talk about how that promise is being kept. With him is Adam Parr, former Williams F1 CEO and now chief executive of Sported, a charity set up to ensure a lasting legacy for the UK's youth. Together with the rest of the Sported team, they are working hard to use sport to change the lives of disadvantaged young people.

"It all started when we were developing the bid," explains Mills, who became CEO of the London 2012 bid committee in September 2003, after

he was approached for his strong business credentials (he had 20 years' marketing experience and is the inventor of Air Miles and Nectar).

"We needed to get closer to the communities in East London, because that's where the Olympic Park would be built. Together with the local authority, we hired some coaches, booked some halls and playing fields and started to run sporting activities for the local kids. The borough and the police reported that it had a huge impact, because it gave the kids something to do in the evenings. It got them off the streets and engaged in something positive.

"As we developed our narrative when we were bidding for the Games, one of the strongest stories that came through was that the Olympics in London should be about more than just regenerating a part of the city and great sport. They should be used for something a bit more substantial."

I am talking to Mills and Parr in Sported's eighth floor office in St James's, London. There is a quiet hum of activity in the open plan office, which features framed photos of Olympic athletes and Mills' yacht racing team Team Origin (yacht rac-

ing is one of his passions). The pair look relaxed, and clearly get on well, sharing banter as we prepare for the interview. As soon as they start talking about Sported, however, it's clear they are deadly serious about their mission.

Sported targets young people from disadvantaged areas of the UK by supporting the grassroots organisations that use sport to try and bring about social change in their communities.

Both Mills and Parr are absolutely convinced about the power of sport to change the lives of young people, and they've been backed up by a piece of research recently published by the Sported Foundation which has found that £4,000 per young person, per year, is saved by using sport as an intervention to tackle social problems. With 2.5 million young people living in areas of deprivation in the UK, this could add up to billions of pounds.

"Sport helps young people in several ways," says Parr. "Firstly the young people we're dealing with don't necessarily have a great structure around them, and sport can really provide a framework for their lives. Secondly, it provides a physical place where they can go and be safe and have people around them who want to



Parr and Mills with Deutsche Bank CEO Colin Grassie at the launch of Sporteducate in June

be there. Thirdly, the people who run these organisations are inspirational – they're often mother or father figures to these young people. They're not just referees or coaches; they play a huge part in these young people's lives."

As an example of the power of sport, Parr cites a recent trip he made to Northern Ireland, where he presented a Belfast football club with a cheque which will be used to help develop a young men's leadership programme using sport for development. Parr met

three young men who had been trained to become football coaches as part of this programme, and was hugely impressed by what he saw.

"It's a tough part of the world – you have people selling drugs on the corner, lots of young people going down paths that are never going to lead anywhere," he says. "These three young lads were all not in employment, education or training (NEET), but they have been trained and are coaching the under 12s, under 14s and under

16s in football. They were fantastic young people – fit, engaged and confident. These young lads were making chances for themselves, and they were role models for all the young people they were coaching."

GETTING STARTED

These are the kind of young people the London 2012 bid team was hoping to inspire when it made its promise in 2005. Back then, they had the vision, but no idea how to achieve it.

So when the team returned triumphant from Singapore, they didn't just have the job of organising the Games ahead of them, they also had to work out how to deliver on their promise of inspiring a generation.

After realising that there was nothing of significance in the Sport for Development sector taking place in the UK, Mills decided to establish Sported as a personal initiative, using £10m of his own money. He then recruited Jo Stocks to lead it, and asked her to spend six months looking at the sports sector in the UK and working out where the gaps were.

Stocks reported that there was a whole sector that was using sport, not just for participation, but as a means of helping young people.



A parkour project in Manchester aims to get young people away from crime and anti-social behaviour

Football projects are often the most successful when it comes to engaging disadvantaged youth



“Formula 1 is the elite sport of elite sports. Sported is the exact opposite; it’s about every single person, and that’s exciting”

“There were several thousand sports clubs out there, many of them very small, which were struggling quite hard to survive,” says Mills. “The people that run them are local heroes, but nationally there has been very little exposure for these clubs. Individually they are all scrabbling around for funding and resources, and there was no overarching organisation to help them.

“Jo said she thought there was an opportunity to set up an umbrella organisation to represent all of these clubs. If we can do that, she said, it would really deliver on our promise of inspiring a generation.”

They spent the next year trying to find these clubs and work out what they needed, coming to the conclusion that they required several different things.

“They needed information, because they’re pretty much on their own,” says Mills. “They wanted people to help them with their business plans and they wanted to raise money.”

Sported now has 2,500 member clubs, which must meet the criteria of using sport for some sort of social purpose. The organisation is free to join, and members get access to the Sported site with all of the information and data on it. It also has around 250 active, trained volunteer mentors,

who help the clubs with anything from putting together business plans to negotiating lower rents for premises.

If the clubs need funding for significant projects, Sported will help them raise money, and will also put its own funding in. So far, it has awarded grants of more than £2.4m, and has helped its members find a further £4m from other sources.

PARR FOR THE COURSE

Jo Stocks has led Sported for the past five years in her role as director, but this year it was decided that the organisation needed a chief executive. Adam Parr joined as CEO in April, with Stocks continuing as director.

For Parr, joining Sported represents a huge change from the glamorous, highly competitive and at times fraught world of Formula 1, where he spent five years as CEO and then chairman of the Williams team.

“Formula 1 is the elite sport of elite sports, because there are only 24 people in the world who do it,” he says. “It’s the hardest thing in the world to

get into. Most sports have a development element to them, so you can reach out into the community. You can’t do that with Formula 1 – there is zero development. Sported is the exact opposite; it’s the inverse of elite sport. It’s about every single person, so that’s very exciting.”

What was it really like leading the Williams team? “Educational,” says Parr, carefully. “It’s an amazing sport. It’s personal for the drivers, and it’s very, very competitive. There’s no getting together in the bar after the race.”

I ask whether Parr took any lessons from his time with Williams.

“There’s one overwhelming lesson from Formula 1,” he says. “If you measure stuff, and you hold yourself accountable – or in the case of Formula 1 90 million people hold you accountable – it’s amazing what progress you can make.

“In 2010, when we stopped refuelling the cars in pit stops, it took 3.9 seconds to do a pit stop and change the wheels on a car. This year it takes 2.2 seconds. That shows what you



Mills took young people from Sported-funded projects to the Olympic Park last year

can do if you measure something, you are held to account for it and you have to deliver. If we can do the equivalent at Sported, then we could have an enormous impact."

The recent research findings are all part of this aim of measuring the impact of the work Sported and its member organisations are doing. On the back of this research, the Sportwork app was launched in May 2013 – a shared measurement tool that allows sport for development organisations to measure the impact and societal cost savings of any planned or actual initiatives.

"One thing this sector hasn't done very well, is prove that it works," says Mills. "It was really important to provide the sector with a tool that could really demonstrate the economic and social value of sport."

A BUSY YEAR

2013 has been a big year for Sported. The start of the year saw the charity launch its first national fundraising campaign – Choose Sport – and announce a media partnership with *The Sun* newspaper. Adam Parr's appointment was announced in April, closely followed by the announcement of a multi million pound sponsorship deal with Deutsche Bank. This partnership sees the two parties working together to develop Sportseducate, an education programme that will be rolled out across grassroots sports



▲ Sported members work right across the UK

clubs in London. As part of the programme, Deutsche Bank will provide 33 community sports clubs with funding to develop education programmes for 11 to 18-year-olds at risk of exclusion from school. If the three year pilot is successful, the scheme will be expanded across the UK.

"This is experimental – it's very new – but we're confident it will have a real impact," says Parr. "Most of these kids do have ambitions, but when they are at school or home and want to do their homework, there are lots of distractions and difficulties put in their way. If you go to a club where the resources are there, you get help, you've got a coach who you admire telling you to sit down, and mates there who want to sit down and study, that makes a huge difference."

Also in June, Sported announced that it had chosen ukactive as its charity partner for 2013-2014, something

which will be important for raising both funds and awareness of the work of Sported.

This is important, because as well as supporting individual clubs, championing the sport for development sector as a whole is a key aim for the charity.

"Our sector gets a tiny amount of government funding," says Parr. "I believe that's because, while it's actually beneficial for the health department, justice department, education department, sports department and home office, it doesn't fit neatly into anyone's area, so nobody particularly feels a responsibility for it. It's important to make sure that when people think 'I'd like to put something back into society', they think of our sector. At the moment we're not even on the radar."

OLYMPIC LESSONS

Mills says that his time as CEO of the bid team and then deputy chair of London 2012 taught him some valuable lessons. When he was appointed CEO, he had no sporting background, and had never been to an Olympic Games. The job showed him how important sport can be as a way of inspiring people, and he says the biggest lesson he learned was what can be achieved when people work together.

"Hosting a successful Games required the cooperation of the entire country," he says. "That's something



Draycott has seen her life turned around since joining the Sported-supported Aspire

A HELPING HAND

Perry Draycott is 24, she's been a member of the Aspire Boxing Academy in Sheffield since 2010 and now has two national boxing titles to her name. But life for Draycott was very different before she found boxing.

"I joined Aspire in February 2010 after seeing Sharon Holford, who's now one of my coaches, in the *Rotherham Advertiser*," she says.

"She'd been winning loads of titles so I decided to get in touch with the gym. I'd been to a couple of boxing gyms

before then with friends but seeing Sharon's story really inspired me.

"So much of what I did before I found boxing you just couldn't write about. I'd left school, never really worked and I was doing stuff I shouldn't have been because I didn't have any direction. From about the age of 14 to 21 I was just getting into trouble, spending my weekends drinking and taking stuff I shouldn't have been. I was locked up several times.

"All my friends are still doing the same things. I don't know where I

would be if I hadn't discovered boxing – probably locked up or worse."

Draycott has now joined the army as a way of introducing discipline into her life, has been put forward for Team GB assessment and is hoping to get a place on the team for the 2016 Rio Olympics.

"If I don't make it there will be other ABA events to look forward to and I'll just keep working hard," she says.

www.sported.org.uk. To donate, text KEEP12 plus your donation to 70070

I've taken onto Sported. Each individual club is doing a great job, but together they can be hugely powerful."

His experience with London 2012 was one he'll never forget, says Mills.

"It was a 10 year experience, from starting the bid with a blank piece of paper, through to the closing ceremony of the Paralympic Games," he says.

"The thing that gave me the most pleasure was seeing the country come together in a way we could only have dreamed of. In the very early days there was a huge amount of cynicism – people thought that we couldn't win it, and once we had, they thought we would screw it up.

"The thing that really got the tear ducts going was the arrival of the torch. When it arrived in the UK, it was the first moment the public was actually

exposed to the Olympics. I sat on the media truck as the torch travelled up through Cornwall. The crowds were getting bigger and bigger, and we could see the impact it was having on people – we could see the tears, the emotions, the kids on grandparents' shoulders. When we arrived in Plymouth, 55,000 people were waiting to see it arrive. It was phenomenal. That's when I thought, 'it's going to be alright'."

That's not to say there weren't moments of worry in the lead up to the Olympics, however.

"There was a lot of nervous anxiety just before the Games," Mills admits.

"When you work on something like that, you have thousands of moving pieces, and as they come together you realise that some of them don't quite fit as well as they should. As soon as

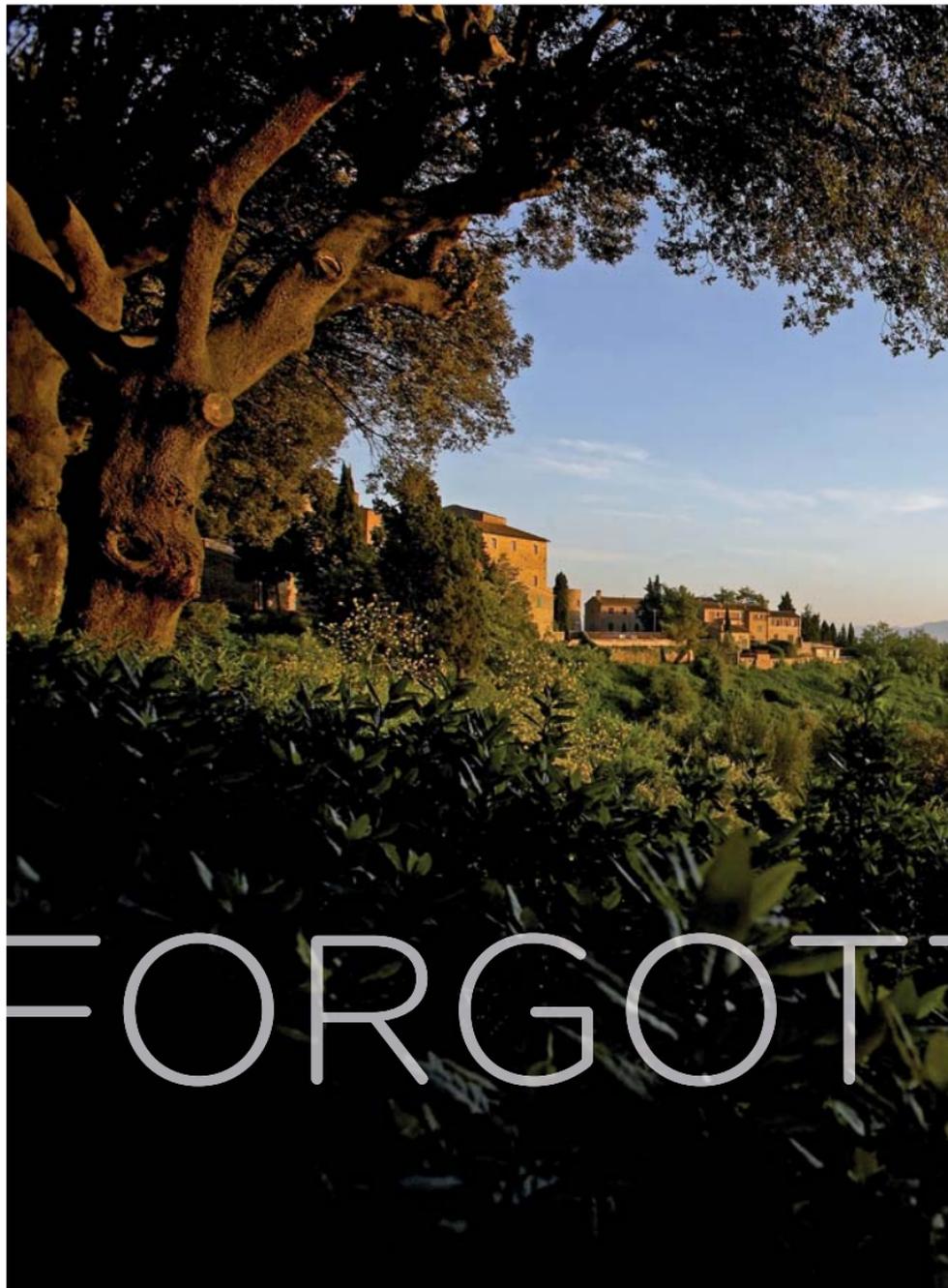
we got through the opening ceremony and into the Games, though, it was a real pleasure to be a part of."

The big thing for Sported over the next few months is the Keep the Promise fundraising campaign, which was launched in July to coincide with the first anniversary of the Games.

Both men say they are driven by a need to see Sported succeed. "I'm driven by challenges, whether they are personal, about the Olympics or sailing or business or making sure that Sported is the most successful foundation in the sector," says Mills.

"I like a quote of Einstein's, which basically says that life has no meaning, except in the service of others," says Parr. "As I get older, I think that's very true, and I think that Sported is an opportunity to turn that into reality." ●

TOP TEAM CASTELFALFI



FORGOTT



TUI is stepping into the luxury market
with a unique project that's turning an
abandoned Tuscan village into a landmark
resort. Kath Hudson talks to the team
about how they're making it happen

One of the world's largest travel and tourism companies, TUI – which runs travel agents, hotels, airlines and cruise ships – has taken its first step out of the mass market. In 2007, the German company acquired the derelict village of Castelfalfi in Tuscany, Italy, which was abandoned by all but five people during the rural exodus of the 1960s. TUI subsidiary, Tenuta di Castelfalfi S.p.A, has been breathing life back into this 12th century village, which is nestled between olive groves and vineyards. The first visitors to the Toscana Resort Castelfalfi were welcomed this summer. ▶

TEN GEM

STEPHAN NEUHAUS CEO

What is special about this project?

It's a very exciting project: the biggest in Italy at the moment. We're investing a total of €250m. Tuscany is still one of the most important destinations in central Europe.

What stage is the development at now?

We've finished the first phase of project development, with the apartments and pools. Phase two is underway, with the five star hotel and the two casali (farmhouses). Next spring we will start with the next phase of the apartments, so we'll have a luxury rental market next year.

Has everything gone according to plan?

Getting the permissions took longer than we were expecting, but we are still on track. It takes a very long time to get all the necessary permissions in Italy, and our project involved both old and new structures.



What attracted you to this role?

The challenge of the project itself was the main attraction. It's a unique development in Europe at the moment. There's nothing else like it.

How involved is TUI with the project?

You won't find a TUI brand on the door, because it doesn't fit the project. TUI owns 100 per cent of our

company, Tenuta di Castelfalfi S.p.A, so is involved financially. They have financed it entirely in-house and are not involved with any banks or investors, but they're not involved in the operation. For TUI it's a step into the luxury market.

Is TUI currently looking for similar opportunities elsewhere?

Yes. We have a scouting department made up of people who travel around the world checking out new destinations. The European market is changing at the moment, and it's a challenge for TUI to hit the right note with this development. We have a lot of five star structures but this is new, because it's not a typical resort.

What are the plans for the spa?

One of the important elements of the spa will be the relationship between the hotel, nature and the spa, so people can relax looking at a view. The star of Tuscany is the landscape, so this will be part of the concept.

What are the challenges?

This is a long term project, so you have to keep looking ahead and assessing if it's still suited to the market. It's a living project.

"There's a niche market of travellers who are well-travelled and will understand what we're doing here. They will want to come because it's authentic. It offers a true Tuscan experience; it's not a fake place"

CHIARA GUIDI MARKETING DIRECTOR

What is the USP of Castelfalfi?

Tenuta di Castelfalfi S.p.A is creating a destination and bringing life back into a derelict village. It offers a true Tuscan experience; it's not a fake place.

What is your target market?

Visitors from Germany, Switzerland, the UK, Sweden, France, Belgium, Holland and the US, as well as from new markets like Brazil,

Russia and China. There is a niche of tourists who are well-travelled and will understand what we're doing here.

They will want to come because it's authentic.

Will weddings be an important market?

Yes, we're already receiving lots of enquiries about weddings, as we'll be able to host civil ceremonies in the Castello.

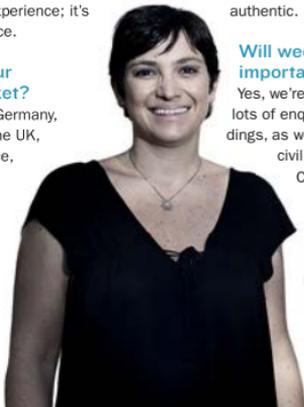
How long will people stay?

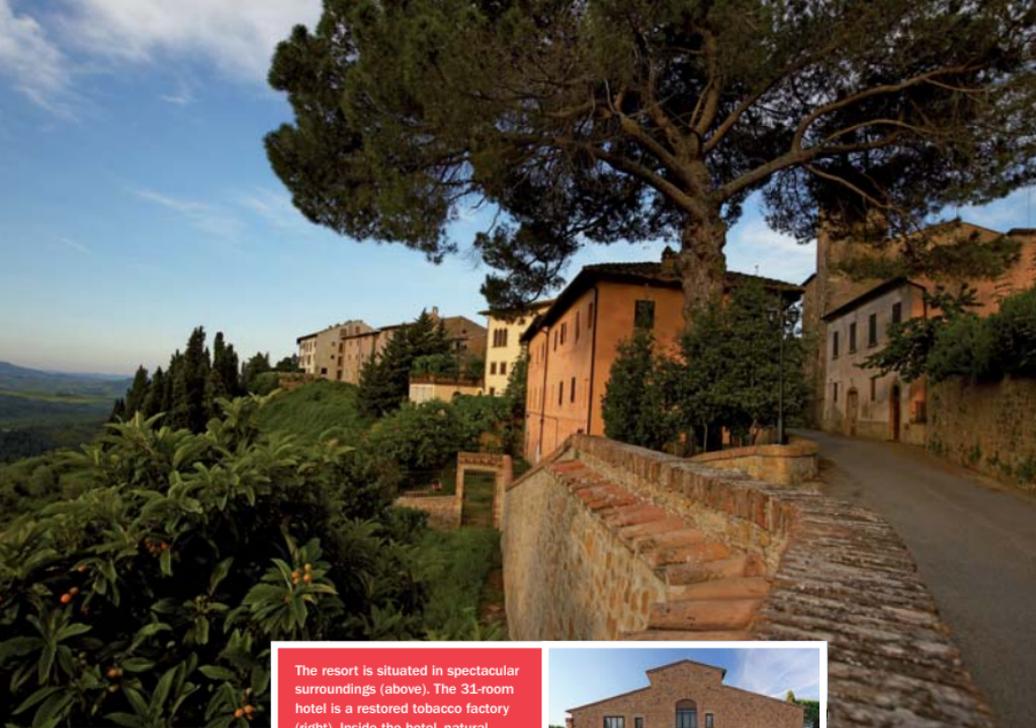
Europeans do short breaks, but those from further afield come for

10 days to two weeks. They hop from place to place, so we're offering a lot of activities to keep people as long as possible: pizza making, wine tasting, golf, boar watching, horse riding, hiking and cycling, as well as four swimming pools, a gym and eventually tennis courts and a spa. It's also a great base to explore the area from; we're one hour from Florence, 40 minutes from Pisa and one hour from the nearest coast, with 18 Blue Flag beaches.

How are you using social media to promote Castelfalfi?

We have a blog, *Postcards from Tuscany*, which tells people what's going on in the area. We also have a Facebook page and are active on Flickr,





The resort is situated in spectacular surroundings (above). The 31-room hotel is a restored tobacco factory (right). Inside the hotel, natural colours and materials have been used to create a soothing, understated feel (below)





The 800-year-old medieval village sits inside a 1,100 hectare estate. It's been virtually deserted since the 1960s

GIANCARLO ERCOLIN HOTEL DIRECTOR

What is special about the Castelfalfi project?

We are offering an authentic Tuscan experience. In other places, developers try to create a fake Tuscany. Our USP is to remain authentic and allow guests to holiday as if they live here. There is lots on offer to help guests enjoy their surroundings.

What changes have you seen in the tourism industry during your career?

The industry has become impersonal. Guests aren't guests anymore; they've become room numbers. Companies roll out the same hotels in several cities, with the same standards. Good service has become associated with being very stiff. This is not the type of experience we want our guests to have; we want to be open to the needs of each customer and we want to offer Tuscan friendliness.

How do you describe your hotel offering?

Our offering is very rooted in its location. We're using local produce for

the restaurants – I buy meat from my neighbour who lives 10 minutes away. As well as pressing our own olive oil and producing wine from our vineyards, we're thinking about growing some of our own produce.

How easy is it to find staff in such a remote location?

It's difficult, because Italy doesn't have a tradition of high quality in its hotels. One of the challenges in Tuscany, and Italy, was that in the past few years the prices have gone up, but the quality has gone down. The gap between price and quality is really big. You can't find anywhere with the same standards offered in our hotel in the area at the moment. As a result, we'll be training our own staff and have started a 12-month programme with the local authorities and a local college to train interns.

Do you have to lay off staff when the hotels close in the winter?

No, we offer permanent employment. Staff take their holidays when the hotels are closed, because they work very hard in the season.



CASTELFALFI AT A GLANCE

PHASE ONE

- Il Rosmarino restaurant (launched summer 2011)
- La Tabaccaia 31-key three star hotel (launched March 2013)
- The Borgo (village centre): 41 apartments, both for sale and rental and nine shops (launched June 2013)
- La Piscina: four outdoor swimming pools including a 30m pool, gym, sauna, snack bar
- Two golf courses: an 18 hole mountain course remodelled in 2010 and a nine hole lake course, completed in November 2011

PHASE TWO

- Restoration of the Castello (castle) suitable for weddings and events, with a Michelin-starred restaurant and bar
- Construction of Centro Congressi (congress centre)
- Renovation of 18 Casali (farmhouses), for sale and rental
- Construction of 11 golf villas, more apartments, villas and townhouses (it has yet to be announced how many)
- 165-key four star hotel
- 120-key five star hotel, with 1,200sq m spa

Castelfalfi sounded like an intriguing place to visit. Could a 12th century Tuscan village be brought back to life by a tour operator without seeming like a bland resort which could be anywhere?

Although it was early days when I was there, I would say Tenuta di Castelfalfi S.p.A absolutely has pulled it off. Thanks to the sympathetic conservation – and strict planning laws – the buildings still look 800 years old from the outside, while inside they are stylishly contemporary.

The stars of Tuscany are the lush, undulating landscape and the weather. Many of the activities on offer at Castelfalfi are outdoors:



▲ Castelfalfi has partnered up with a local Western-style riding stable

hiking, golf, cycling, boar watching, horse riding and swimming. Then there is delicious food and drink to reward yourself with later.

Unseasonably wet weather did threaten to derail our plans, but luckily the local Western-style riding stable, with which Castelfalfi has an affiliation, has an indoor school. I didn't get to gallop through the Tuscan hills, but I did learn some cowboy moves, which was equally exhilarating and memorable.

There's plenty to do all year round: pizza making and wine-tasting classes, ancient villages to explore, Florence and Pisa are within easy reach, and the spa will open in a couple of years.

“Could a 12th century Tuscan village be brought back to life by a tour operator without seeming like a bland resort which could be anywhere? Although it's early days, I would say Tenuta di Castelfalfi S.p.A. absolutely has pulled it off”

FELIX VOISARD PROJECT MANAGER

What is your role?

I gather the information needed to develop the project. I liaise with the operations manager, the real estate manager and the architects, and put them together. We then control the intermediate results. Are we still going in the right direction? Are we fulfilling our objectives? Are we on track financially? Then we go on to the executive planning and the tenders, until the handover. My work ends one year after the project has become operative.

What have been the biggest challenges?

There are a lot of small projects making up the development – the hotels, the swimming pools, the apartments, and so on – and integrating all of them is a challenge. Plus it's intercultural and Italy is very bureaucratic, which is confusing for a foreigner.

What are the sustainable features of this project?

There's a good side to all the bureaucracy, because in Tuscany everything



is done in the proper fashion. We have to prove that anything we construct has been properly inserted in the landscape, using local plants and no fences. We have our own well and we use rainwater harvesting for irrigation and to flush the toilets. When the hotel is built, the heating will convert

to biomass, and we'll have around 90 producers bringing wood here for us to burn. Sixty four per cent of the energy will be supplied by renewable sources.

How much of the estate have been developed?

Only one per cent of the 2,700 acres will be built on, and of this 0.03 per cent will be new buildings.

How many architects have been involved?

Every unit has its own team, so six or seven practices. We use different practices so we don't end up with a uniform look across the village. It's very easy to find good architects for restoration, but it's not so easy for new builds.

For the hotel we started with a local architect, Letizia Chiarugi.

The main challenge is coming up with a contemporary interpretation of Tuscan architecture. The most complicated part of the work we have to do is ensuring the buildings fit in with the landscape and the Tuscan area, while still looking attractive inside. ●

AHEAD OF THE GAME

As Center Parcs Europe opens its latest village in Germany, the company's creative director Michel Linet-Frion tells Magali Robathan how he makes sure the company is always one step ahead



ALL PHOTOS: GROUPE PIERRE & VACANCES CENTER PARCS

What does your job involve?

As creative director of the Pierre & Vacances Center Parcs Group, my job has three main focuses. Firstly, I'm always on the lookout for any new innovations that we can use. Secondly, I'm available to offer creative input into projects within the company, and to answer any creative questions.

The last part of my job, which is the most time-consuming, is defining new products, so everyone knows what

we're going to build and how much it will cost. Once the project starts, I'm very active in putting together an out of house team, briefing them and getting the project off the ground.

What's your career history?

I've worked for more than 25 years in the leisure industry for Walt Disney Imagineering, Parc Astérix/Grévin & Cie and now as creative director for the Pierre & Vacances Center Parcs Group.

Why did Pierre & Vacances take over Center Parcs Europe?

It had a lot of potential for development and it was clear there was room for more Center Parcs sites across Europe. Center Parcs is the development vehicle for Pierre & Vacances.

Why were you brought in?

When Pierre & Vacances bought the European branch of Center Parcs from Scottish & Newcastle in 2001 [see box out for detailed history on p60], they decided to build a new site in France – Le Lac d'Aillette – the first co-created new village.

Although it's a great and unique leisure experience resort, complete with unrivalled activities, it's a bit of a mixed product – half Center Parcs and half Pierre & Vacances.

After that site opened, I came in, and we decided that it was important to go back to the origins of Center Parcs and make sure that we really understood the product.

I was asked to revisit the Center Parcs concept, to rejuvenate it and make it modern, while still keeping the core Center Parcs values intact.



▲ Les Trois Forests in Moselle, France, was the first new-generation Center Parcs



One of Center Parc's concept pillars is the idea that guests disconnect from their daily environment by immersing themselves in nature

What have been the biggest recent events for the company?

The Pierre & Vacances Center Parcs Group opened Les Trois Forêts, the first new-generation Center Parcs in Moselle, eastern France in 2010, which was a very big project for us.

In 2012 the group expanded the Avoriaz ski resort in the Alps and put in a new spa and waterpark. In June 2013, we opened our latest Center Parcs – Park Bostalsee in Germany.

How did Park Bostalsee evolve?

We co-financed the project with the regional authorities there, which meant that the project took a long time.

It wasn't originally going to be a Center Parcs – that decision came later. That meant the site didn't have all the characteristics we usually require to build a Center Parcs. Here we had a hilly terrain and not many trees, as opposed to our usual forest sites. There was a lake, but it's a public space, so anyone can walk around it.

Also, it's smaller than our usual Center Parcs – we could only put 500 cottages in Bostalsee, as that's all the project could support, whereas we

“We've felt the economic downturn both on the real estate side of the business and on the operational side. Luckily, Center Parcs are short reach destinations so are cheaper than a long distance vacation”

usually put in at least 800. The project became strategically important for us, as it meant we had to put together a blueprint for a smaller – mid-size – Center Parcs village.

This has opened up new horizons, as it means we can now think about going into regions that couldn't support a full size village.

How has the economic downturn affected business?

We've felt the economic downturn both on the real estate side of the business and on the operational side. We're lucky though, in that Center Parcs sites are short reach destinations, so our guests don't have to travel too far to get to us, and we're a bit cheaper than going on a long distance vacation.

Also, Center Parcs is about nature, sustainability and ecology, and these things have become quite fashionable in recent years. So we've been less affected by the downturn than some.

What are your plans for Center Parcs over the next year?

Work has started on a site in Vienne, west France. It's due to open in 2015. Others will follow in France and Germany, but it's too early to talk about them at the moment.

How did you refresh the Center Parcs concept?

We developed five concept pillars to build on. The first is the accommodation; the second is Aqua Mundo, our indoor water park – that's a very

“I didn’t like the wave pools because they’re very geometric and need high walls. We developed a new type of wave generator and designed a new lagoon pool, which is curved and doesn’t have high walls”

important part of the offer, as 90 per cent of guests come to a Center Parcs village because it has an Aqua Mundo. The third pillar is the leisure that’s offered at our sites. Fourth is nature, and the idea that our guests disconnect from their daily environment by immersing themselves in nature and using that to reconnect with the people they are with. Our fifth pillar is our staff and the welcome they give guests.

How did you evolve these ideas in Les Trois Forêts in Moselle?

Firstly we re-defined the accommodation, building wooden cottages, developing new architecture, using the idea of bringing nature into the cottages and revisiting the facilities inside. From now on, when we build a new site or renovate an existing one, we’ll use this new blueprint.

We also really looked at how we wanted Aqua Mundo to develop. We wanted to move away from anything related to a traditional swimming pool, so there are no more tiles or stainless steel components, such as ladders and guard rails. We’ve taken out anything that brings you back to the idea of a classic pool and replaced it with landscaping to make it look as though you’re in nature.

We went quite far with this idea – for example, I didn’t like the wave pools, because they’re very geometric and need high walls to generate the waves. We worked with the wave makers to find a way to develop a new type of wave generator and we designed a new lagoon pool, which is curved and



▲ Ninety per cent of guests come to a Center Parcs village because it has an Aqua Mundo waterpark

doesn’t have high walls. It gives us more flexibility in the landscaping.

We built it in Les Trois Forêts, and it works, so we’re going to build one in all new parks from now on. In Vienne we will also add a ‘living animals experience,’ where guests can swim between immersed aquariums.

Where we’re really going to evolve in our next village in Vienne is the nature part of the offer. We’re designing the whole park so that we can introduce free roaming deer – it’ll be an animal park, almost, in which we put accommodation and our facilities. It means our guests will get to experience real animal encounters.

As well as the free roaming deer, we’ll build a children’s farm with indoor play, food and beverage, stage shows and a kid’s club, where children can sign up for various activities. We’ll have animals around the farm – a pony farm, horse and pony riding and a pet-

ting zoo where guests can pet and feed the animals at certain times.

We have a mini farm on all our sites; we have now developed the first full size farm concept, and opened the first at Les Trois Forêts. It combines the opportunity to interact with farm animals with highly themed indoor and outdoor playgrounds. Vienne will feature an even bigger farm.

How are you developing the children’s water play areas?

We’ve tried to introduce different types of play into our waterparks. This includes expanding the kids’ play zone within our pools and introducing new elements to it. A few years ago we introduced the first ‘tree house,’ which is an interactive water play structure with slides and hoses and sprays and a big bucket that fills with water and spills hundred of litres of water down the structure.

Looking forwards, we’re trying to evolve this product. For example, we’re thinking about having two buckets, instead of one, which adds to the water play possibilities, and also



(Above) A prototype treehouse, which will be built in Moselle and Vienne ©Groupe P&V Center Parcs ; (below) the market café at Parc Bostalsee aims to encourage guests to eat out



“It was a challenge for me to come into this very strong brand, to be accepted within it and to be able to take it forward”



Aqua Mundo uses landscaping to make guests feel as though they're outdoors

adding a high rope inside in the area.

We added raft slides into our waterparks a few years ago. This opened up many new opportunities because all the suppliers are innovating with raft slides at the moment.

What plans do you have for more Center Parcs sites?

The Domaine du Bois aux Daims in the Vienne region of France will open in 2015. We've acquired some land in Allgäu in Germany for a new park. That will be the next site in Germany, once the financing has been settled.

We also have to take care of – and renovate – our existing villages; we're not going to neglect them and just focus on new sites. We're working on our restaurants because it's really hard to get people out of their cozy cottages to eat in them. We're trying to turn them into themed experiences to attract the children.

What's the spa offer at Center Parcs Europe?

We've developed a new spa concept, which will be an important part of our new sites. The idea is for a nature-inspired, tropical spa.

Instead of going inside, into a spa, guests will feel as though they're in a tropical environment. For example, rather than going into a room for treatments, they might go into a hut or tree house. The environment will also feature communal areas with different pools and hammams and saunas and relaxation rooms.

The first of these spas will open in Vienne. It will be 1,200sq m, with 12 individual treatment rooms. It will also offer different types of pools and a variety of areas, which are heated to different temperatures.

CENTER PARCS EUROPE RECENT HISTORY

2001

■ Scottish & Newcastle sells* Center Parcs Europe to Pierre & Vacances and DB Capital Partners. The portfolio comprises 10 villages: five in the Netherlands, two in France, two in Belgium and one in Germany.

2002-2003

■ Following on from the acquisition of Gran Dorado parks, Center Parcs selects the five best Gran Dorado parks and puts them into its European portfolio.

2003

■ Pierre & Vacances acquires total control of Center Parcs Europe.

2004

■ New German village: Center Parcs takes over the German village Butjadinger Kuste in Tossens

close to Bremerhaven from the Eurohypo AG in Frankfurt.

2007

■ The third Center Parcs in France, Le Lac d'Ailette, opens near Reims in Picardie. Pierre & Vacances Center Parcs Group acquires the Belgian Sunparks Group, which owns four Belgian villages.

2010

■ Fourth Center Parcs in France, Les Trois Forêts, opens in Moselle. This is the first 'new generation' Center Parcs village.

2013

■ Center Parcs Bostalsee opens in Germany.
■ Today, the Pierre & Vacances Center Parcs Group has 22 sites in France, the Netherlands, Belgium and Germany.

What's been your biggest challenge since joining Pierre & Vacances Center Parcs?

When I joined the company, Center Parcs had been very successful for around 40 years, so many thought, why change? This success was based, among many things, on innovation; on bringing in new things that people didn't have at home. For example, we put colour TVs into the cottages before most people had them.

The challenge was to revisit the concept and introduce the best from an ever-evolving leisure world, while respecting the brand's values. It was also a challenge to come into this very strong brand and take it forward.

What's been your biggest achievement to date?

As part of a multibrand group, I was very interested in transferring knowledge across the company. This is how we came to create the first tropical water paradise – a typical Center Parcs feature – in a ski resort (Avoriaz). We wanted to introduce the idea that a ski resort can offer more entertainment than just skiing. It's also how we've come to build floating houses, and houses in trees, bring theming into our restaurants and introduce wellness as a concept pillar.

I think that this mixing of different products to create a strong concept is my biggest achievement. ●

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THINKING BIG

Benjamin Yong uses his travels to influence his Kuala Lumpur-based hospitality empire, which includes a vegetarian restaurant, a 'supermarket on steroids' and now a hotel in Somerset, UK. The Big Group CEO speaks to Jennifer Harbottle

There's something satisfying about interviewing someone focused, successful and (probably) very rich, and finding out that they showed no signs of being any of those things as a youngster. It gives hope to others.

When I meet Benjamin Yong, arguably one of the most innovative food and beverage entrepreneurs in Malaysia, he tells me that as a boy, he had no idea what he wanted to be when he was older, except maybe an architect because it sounded "cool".

Now, aged 34, Yong is CEO of The BIG Group, which owns and operates 20 restaurants and cafés, a boutique catering company and a supermarket called Ben's Independent Grocer – a shopping experience that would impress both Jamie Oliver and Martha Stewart, for its stunning produce and design. Not bad for a kid who sold carrot cake to make pocket money, took a degree in physiology as 'an easy option' and went on to develop a chain of 10 restaurants called Delicious, which he sold for MYR11m (£2.1m) – and all by the time he was 30.



Benjamin Yong is the founder and chief executive of The Big Group

So how did it all start? Born in Malaysia, Yong was sent to boarding school in Melbourne at 15; he fell in love with the city and ended up studying and living there for 10 years. He credits Melbourne's multicultural restaurant scene with igniting his love affair with food. "That city has everything," he says, reminiscing about his favourite restaurants, delis, street cafés and foreign specialities in Melbourne's famous food markets.

I share one of my Melbourne secrets with him – a run down little corner shop owned by a Greek couple, which sells to-die-for homemade hummus. He immediately dismisses my suggestion that he should get the recipe and replicate it in his own supermarket. "One of my concerns is how to take something precious and unique and turn it into something big without losing anything. It's ironic that our company name is The BIG Group,



Ben's Independent Grocer is laid out over 50,000sq ft, and features supermarket produce alongside concession stands, boutique restaurants, cafés and delis



as one of my challenges is how to grow it while remaining boutique-like. There's something magical about being a small-fee, mom and pop business.'

Delicious

In 1999, Yong returned to Malaysia with a vague idea of bringing Melbourne's café scene to Kuala Lumpur (KL). He started Delicious as a novelty idea by incorporating cafés into his mother's clothing store

chain called Ms Read. From there, he opened his first stand-alone Delicious restaurant with the premise of offering 'affordable luxury' (a phrase he claims is wildly over-used these days) and "a slice of good food, well-priced in a lifestyle setting." He believes, humbly, that part of the reason for his success with Delicious, was the fact no one else was offering anything like it at the time. "In KL, we had hawker market stalls selling cheap food and fancy

restaurants selling expensive food and nothing in between."

So, with 10 Delicious restaurants under his belt and a turnover of MYR20m (£3.9m) why did he sell the business? At first, he says, it was about getting some investors on board to grow the company and learn from the corporates about how to run operations. He says what he learned was that the corporate way wasn't his way, and after one too

many battles about how he wanted things done, in 2010, he decided he wanted out. When he started The BIG Group in 2011, he made a decision that the company would never become corporate in its approach. How? I ask "By having a like-minded board, who understand what we do," he says.

One stop shop

Today, I'm sitting with Yong at one of the cafés inside his Ben's Independent Grocer. Even to refer to it as a supermarket seems wrong, considering it's nothing like anything most people will have experienced before.

Occupying 50,000sq ft, Ben's Independent Grocer is like grocery shopping on steroids; the produce is bright, the lighting is arty, the presentation is dynamic and alongside food items, the store is packed with little nooks selling items so gorgeous you want to touch them, even if you can't afford them. Concession stands selling wild and wacky one-off items, such as Japanese delicacies or homemade ice creams on cute vintage-decorated sticks, add colour and drama. Nestled among everyday staples are the boutique hang outs, such as a pork restaurant called Swine, a European-style bakery called B'Witched and an uber-trendy deli café selling everything from sliced meats and raw fish to gluten free salads and pasta dishes.

Yong says he was inspired by department stores such as Harrods in London and Le Bon Marché in Paris, as well as the failed David Jones luxury supermarket in Australia – "great concept – too early for its time."



▲ Ben's General Food Store Café in Kuala Lumpur is part café, part deli

"On occasions, I'll have an idea on a Monday and want it to open by that Friday. I think there's something really refreshing and exciting about doing things spontaneously"

Yet this supermarket was never on the cards when he started The BIG Group. Initially, he only had food and beverage businesses in mind. He started by opening and operating a café called Plan b, based on a New York deli-meets-Melbourne café concept. At a breathtaking pace the company opened multiple Plan b sites in its first 24 months, as well a restaurant concept modelled on a home-styled environment called, simply, Ben's. In an expansion that saw Yong open three restaurants in

one month, after the first year, The BIG Group had six different dining concepts with a total of 16 outlets in KL.

Around this time, Yong says he met with a developer to talk about renting a site to open a central kitchen for his outlets. The developer had a site, but he wanted to put a supermarket in it and by the end of their meeting, Yong had agreed to open and run it himself. It was at this point he recruited a retail team and started a retail division to look after the supermarket – a behemoth-sized project he admits "being really excited about until a week before it opened, when I suddenly wondered what the hell I'd taken on."

As it is, the supermarket has been a huge success in terms of marketing, branding and providing The BIG Group's F&B business with a price advantage, through economies of scale. "If I want to put an exotic or imported item on a menu, I can make it affordable by ordering a pallet and selling it in the supermarket as well."

It's in the supermarket where Yong indulges his love of the quirky and uses it to trial new mini dining concepts that he may one day develop into a stand-alone restaurant. Opening these inside the supermarket means

BIG GROUP TIMELINE (ALL IN KUALA LUMPUR)

2010

- Plan b Bangsar Village – Nov 2010

2011

- Botanical – Jan 2011
- Ben's Pavilion – February 2011
- Ben's KLCC – April 2011
- Ben's General Food Store Bangsar Village – April 2011
- Tate – June 2011
- Ben's Independent Grocer – Oct 2011
- Ben's General Food Store Solaris Dutamas – October 2011
- Ben's Solaris Dutamas Dec 2011

2012

- Ben's BSC – Jan 2012
- Journal by Plan b – Jan 2012
- Hit & Mrs – November 2012
- Puran b One Utama – May 2012
- Plan b Paradigm Mall – May 2012
- Plan b Midvalley – May 2012
- Barn BBQ Bangsar Village – June 2012
- Ben's Bar Solaris Dutamas – June 2012
- Ben's Penang – Dec 2012

2013

- BEAST – June 2013
- Plan b Ipoh – July 2013



Botanical, in Bangsar Baru in Kuala Lumpur, was the second BIG Group eatery to open, in January 2011. It is a vegetarian restaurant with a constantly changing menu.

he doesn't have to pay rent for the property and from a marketing standpoint, they help keep his restaurant brand boutique enough to avoid being labelled a chain operator.

But even in a business already viewed as unique among customers, he has to tread gently when trying new ideas. Shucked, the seafood bar that sits in the middle of the fish aisle, may serve oysters from Colchester in Essex, UK now, but to begin with, Yong says it only served locally-farmed Malaysian fish, until people became comfortable with the concept.

Small plates

Today, BIG has 11 concepts under its F&B division. As well as its Plan B café chain and its Ben's restaurants, Yong has remained true to his word and kept an element of what he does small. He's developed a number of intimate, boutique concepts, gaining himself a reputation as an eclectic business entrepreneur. These included Hit & Mrs, a chic-industrial-themed restaurant built in an old bakery

shophouse – when I ate there, I felt a little as though I was being fine-dined in a charity shop – albeit an upmarket one. At BEAST Bar & Grill, carnivorous diners can enjoy hearty steaks and burgers and as an antidote to all that flesh, Botanical is BIG group's stand-alone vegetarian eatery.

But where does Yong get his inspiration from? He says that while the rest of us are visiting beaches and temples on our holiday, he likes to travel to supermarkets and restaurants. His research trips are legendary within his company and you can imagine the management team falling over themselves to go with him; he says he spends hours dining in the most hip and happening eateries with his chefs whenever he visits a city. When he returns, they take the favourite meals they've eaten and give them an Asian twist for their own menus.

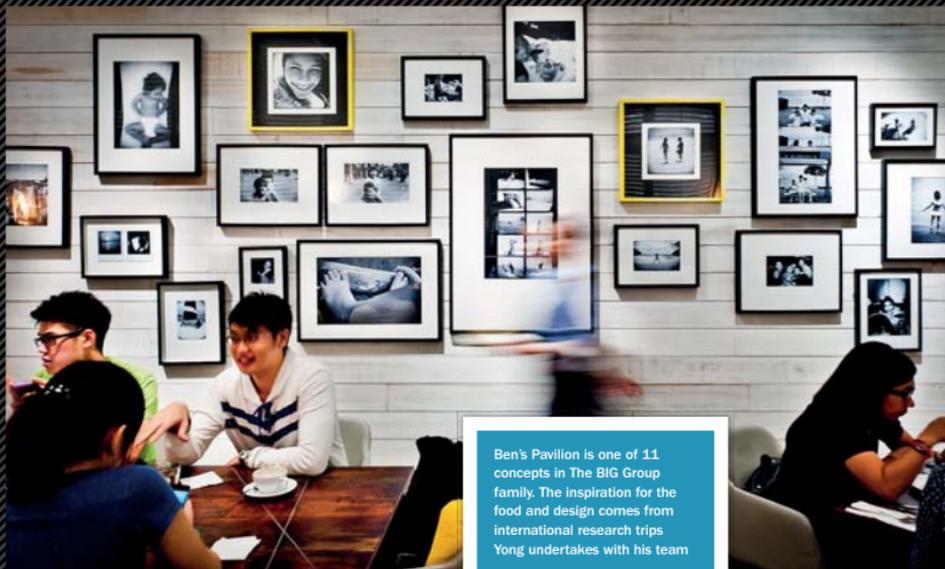
Yong's passion for cooking at home also inspires the menus in his restaurants, but he admits that making something special for a group of friends is completely different to

cooking for a business. "I always say I'm a cook, not a chef," says Yong. "I've tried replicating some of my recipes in a restaurant – yet while a whole leg of lamb works great for my friends round my dining table, it isn't viable in a commercial setting here yet."

I ask him whether he's happier in the retail or F&B market. "I'm excited by both," he says. "What I've learned is that you can't do everything on your own. It's all about creating a great team. There's a formula for bars and a different one for restaurants and retail, so I build separate teams and let them do what they're good at."

Yong admits that sometimes, he can be a nightmare to work for: "It's true that on occasions, I have an idea on a Monday and want it open by that Friday. I think there's something really refreshing and exciting about doing things spontaneously."

The concession he's opening at 4pm on the Friday afternoon of our interview is the result of a decision made on the Monday morning at 10am. It's an American-themed stall



Ben's Pavilion is one of 11 concepts in The BIG Group family. The inspiration for the food and design comes from international research trips Yong undertakes with his team

selling what Yong describes as the next big thing; cronuts – a cross between a croissant and a doughnut. The area has been decorated with American flag-covered ceilings, vintage US memorabilia and lovely old-fashioned boxes for packing the cronuts. My bet is that someone like Yong can't help but get involved in the minutiae of the business – while he's chatting to me, staff members tap on his shoulder every few minutes to check he's happy with the way the store's new concession is shaping up.

Cashing up

While opening concessions and boutique eateries in store keeps BIG relevant as a brand, Yong knows it's not the fastest way to make money. "If I wanted to make easy money, I'd sell toilet roll! You don't have to do anything to it, everybody needs it and it sells itself. There's always an opportunity cost with any of our concessions because they take up space where we could be selling toilet roll."

Right now, Yong's travelling more than he usually does. This is because he's about to open a heritage-listed 'restaurant hotel' in Somerset, UK, called Langford Fivehead. With eight

rooms and a restaurant that can also accommodate large functions like weddings, it's the first overseas business – and first hotel – for The BIG Group. Yong hopes to use it to set up a supply chain with farmers in the Somerset region so he can export their produce to KL for his restaurants and supermarket. He also sees it as a way to build relationships with suppliers and operators in the UK, ahead of an expansion of Plan b cafés and Ben's restaurants in London next year.

The UK's not the only overseas market he's got his sights on. In 2015, Yong wants to roll out Plan b and Ben's across Indonesia and Singapore. He's also got plans for more Plan b and Ben's within Malaysia, although he says the Malaysian market has almost reached saturation with these two brands.

Does he have a favourite business, I ask? "The closest I can get to answering that is saying it's like a parent trying to choose a favourite child," he says. "The newborn may be the most exciting and take up most of your time, but you can't neglect the firstborn, because they got you where you are and are the ones which will end up looking after you – and the newborns – later in life. ●



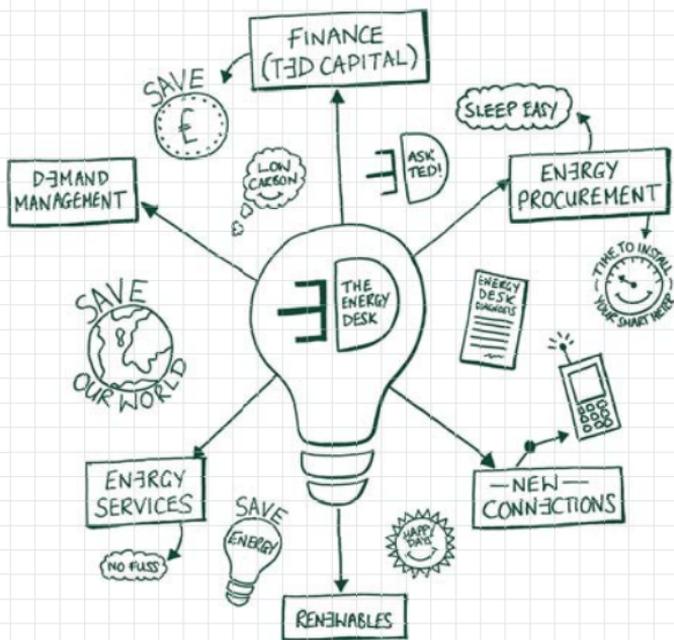
LANGFORD FIVEHEAD

BIG opened Langford Fivehead this summer. The grade II* listed building is set in the Somerset levels; it has six ensuite bedrooms, some with four-poster beds and all with views of the seven-acre grounds.

Langford Fivehead's restaurant, The Langford, offers quality food using a mix of home-grown produce and produce from local suppliers, cooked in the newly refurbished kitchen.

Head chef Olly Jackson has more than 15 years' experience in 2 AA Rosette kitchens and looks to provide 'wholesome dishes cooked with innovative methods and flair.'

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IN THE DARK

We've all asked the question: "Did the lights just dim?" Most of us dismiss the event in as much time as it took to notice it and simply move on, instead of paying attention to the signal this could be giving us that our electricity supply is under threat.

In short, most of us are in the dark when it comes to the challenges that threaten our power supplies. Irregular power supplies are becoming a familiar problem in the UK and this is a real worry in an age where we are increasingly reliant on technology for the majority of our personal and commercial operations. We're accustomed to an uninterrupted power supply and why shouldn't we be? The country's electrical infrastructure should be designed to accommodate our energy needs. This is an idealist view, of course, and is somewhat detached from reality.

THE PROBLEM

The main challenge is the management of voltage drop, the result of which is either a 'brownout' – the aforementioned light dimming moment, or a 'blackout', which is essentially an all-out power cut. The reasons for a voltage drop are numerous, but the problem starts with an overall lack of capacity from the National Grid and the ever-expanding geographical spread of our electricity supply. If

Our electricity supply is under threat, and we shouldn't ignore it. The Energy Desk's Noah Andrie explores the challenges of meeting electricity demand with a dwindling energy supply

you're in a rural location, you're more likely to experience an inconsistent power supply because you're situated right at the end of the chain. Think of the grid as a water pipe, along which are small holes from which water is being drawn. The holes will diminish the water pressure and if you're at the end of the pipe, there simply won't be enough water left for you. You, therefore, are the unlucky person who will experience regular brownouts, and eventually blackouts, because the inadequate electricity supply can't quite reach you.

Supply simply isn't meeting demand and, according to the energy industry regulator Ofgem, the UK is at risk of quite severe energy shortages as soon as 2015, worsened by upcoming changes in legislation that will affect the import of coal and gas-powered electricity from mainland Europe.

Today, we have approximately 14 per cent spare electricity capacity on our grid, which is estimated to fall to four per cent over the next three years*.

So, it's a challenge that isn't showing any signs of disappearing.

BACKING UP

Along with the rest of the developed world, the UK has a habitual reliance on carbon sourced electricity and it's only really over the past decade that renewable technologies have emerged as a means of easing the strain on the National Grid. It's unrealistic, however, to assume that renewable energy will ever completely replace carbon-generated electricity. The government is therefore under pressure from the industry to establish a long-term solution to guarantee the country's security of supply. That leaves us all with a bit of a quandary though. If we use traditional electricity supplies and we're in a hotspot of brownouts and blackouts, are there measures out there that can be taken to back-up our supplies? Well, thankfully, the answer is yes.

Back-up generation is nothing new. Where you have critical power supplies, the obvious example being a

It pays to choose your energy supplier and contract very carefully



ASK TED

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What can I do if there's a power loss?

The back of any supply bill should give the details of the emergency power loss number to ring. This will be the local distribution network operator (DNO) who owns the local network. For example, London is UKPN and the North West is ENWL. If, however, the power loss is due to a faulty meter, it will be the meter operators responsibility.

What if we lose business due to an outage?

So long as you're not at fault for the outage, there's some provision for compensating businesses, although it is rather nominal.

Will the increase in renewable energy sources bridge the gap in capacity shortage and reduce power outages?

No. Renewable sources, such as wind, are more vola-

tile. For example, it may not work if it's too windy or if it isn't windy enough. Although greener, they're less certain to provide the grid at all times, so the more we rely on them, the more at risk we are of power loss.

If I need more capacity availability, who pays and how do we arrange it?

Although there are independent connection providers, it's always necessary to

apply first and foremost to the local distribution network operator (DNO) for the upgrade or new point of connection. Once they've offered a design and quote, it's prudent to approach an independent connection provider. They can challenge designs and offer alternatives, which may be cheaper and may prevent the local DNO from exaggerating the capacity requirements and passing on network reinforcement costs.

hospital, all equipment will be supported by generator systems that are designed to kick in once a supply falls short. What is quite new though is a technology that you can install on individual bits of kit to specifically ensure they don't lose their supply, allowing you to back up your critical systems without overhauling your site's infrastructure. Powertech's BlackCurrent is an example of this type of emergency power back-up system, which, when installed, kicks in automatically upon loss of power. The advantage is that it can easily be connected to individ-

ual pieces of equipment, allowing you to prioritise critical equipment in the event of a loss of power, such as vital IT systems or security alarms.

The challenge of our dwindling coal and gas-powered energy supplies isn't an easy one to counteract and there are no immediate fixes. It's a widely recognised problem across the industry and, as such, it jumps to the top of the agenda, giving us hope that a solution's on the horizon. In the interim, there are quick fixes available if you're one of the unlucky ones that has drawn the electricity supply short straw.

So, if the lights flicker, don't dismiss it. Make it a priority to find a solution before the lights go out all together. ●

*Ofgem, Electricity Capacity Assessment, 5 October 2012



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How to spend money wisely

In these difficult times, when cash is hard earned and capital tough to come by, making the right decisions about investment is just as important as making the right moves in revenue generation, says Grahame Senior

At root, capitalism is all about making the right investment decisions and getting the right return on your capital employed.

In challenging times such as these, we can get lost in concentrating on reducing costs and optimising revenue, and forget the empowering effect of prudent capital investment. All leisure businesses have a cycle of investment which initially creates a good revenue stream; this eventually starts to deliver reducing returns and reinvestment is needed to freshen up the mix. One of the challenges of the current market place is that the emphasis on fashion in leisure offerings means that the reinvestment cycle is shortened.

In the 'old days' people would consider a 10-year cycle of reinvestment to be reasonable and plan their returns accordingly, however, in today's market, the 'must-visit' hot ticket becomes tired and unloved within two or three years and needs much more rapid refreshment. The

challenge is that capital is harder to come by and some businesses are finding reduced revenues mean lower cash generation and less opportunity to plough anything back in.

This means every decision about reinvesting has to be carefully considered.

NO MORE FREE RIDES

Time was when it seemed easier, and for some golden years in the latter part of the last century the smaller end of the hospitality business was a little like farming; people invested in freehold property, ran the business to cover the operating costs and took the return on the eventual sale of the property through increased capital value. This escalator to escape is no longer reliably in operation.

The reliance on increases in the capital value of the property is no



longer a sensible way of escaping the need to deliver a genuine return on the trading operation. In some ways, this is a healthier business climate but it throws a lot of emphasis on the importance of getting investment decisions shrewdly made.

WHAT'S THE OBJECTIVE – WHAT WILL BE THE RETURN?

The underlying objective of capital investment has to be focused on either improving revenues or changing the realisable value of the asset. It also has to be affordable and achievable within the market climate.

In the past few years I've had to put my money where my mouth is. Rather than just selling strategic marketing services, I've actually bought and operate my own property – Howard's House Hotel in Teffont Evias, Wiltshire.

Over the past four years we've spent 10 per cent of our annual revenue on refurbishment and improvements. We've completed the bedrooms, upgraded the sitting room, developed an outside dining terrace and upgraded the infrastructure. This has resulted in much improved guest satisfaction and has increased our sales by around 15 per cent. It means that if we didn't invest any more, we'd make a healthy profit.

However, in the current climate – where at least four of our nearest competitors have closed for good – the investment hasn't created a sea change in sales. Times are tough and we all have to offer better value.

We now have two projects on the table for consideration and they present quite different investment challenges.



Howard's House in Wiltshire is undergoing several changes

A clever investment in a successful business

Roger Hickman is an exciting chef who has earned considerable praise in a number of venues in Norfolk. For the past four years, he has operated his own restaurant business in the centre of Norwich – Roger Hickman's Restaurant – and has quietly built a reputation as the best place to eat in the city. He operates in one of the most stylish streets in the city and the heritage building complements his modern style of cooking extremely well.

Over the past year, he's had the opportunity to take on the freehold – taking advantage of the difficulties that have occurred in certain city centre property markets. It strikes me that this decision is soundly based. He's already established his appeal in the marketplace and it is definitely the go to place for the discerning market in this flourishing city.



Roger Hickman's Restaurant in Norwich has won several awards

The site is right, the product offering is right, and by taking on the freehold he has given his business the security of long-term tenure and control of costs.

Buying the freehold at the outset would have been potentially risky. Buying it at this stage is a sound investment in a proven success. It's all about timing.

UNDOUBTEDLY A GOOD INVESTMENT

The first is the complete renewal of the last main area of the hotel which is 'unimproved' – the dining room. After a lot of heart searching, we've committed the capital investment and in the last week of August we completely transformed the dining room, with new furniture, a state of the art environmental lighting system and a lot of new and better quality artwork.

From the beginning of September through to January, we're filled with shooting parties. I'm happy to say that our bookings for this year are a notch up on last year. This is an international market group, mainly from America, South Africa and Northern Europe and they are very discerning guests. They tend to use the place on an exclusive-use basis, so the dining room is transformed into 'house party' format. We believe the impact of the refurbishment will be hugely appreciated by this group and will give them the confidence to keep on coming back and also to 'tell their friends'.

It's a capital investment decision which in today's parlance could be described as a 'no brainer'. It will consolidate and improve our business from this vital sector.

Throughout the UK economy, almost every business is in the process of reducing its borrowings and strengthening its balance sheet

A TOUGHER JUDGEMENT CALL

The second investment decision is more difficult and is more of a gamble. Telfont Evias has just been voted Wiltshire's best kept village of the year and we have a very active community who strongly want Howard's House to offer them a club environment.

We have the perfect opportunity to do this, as we have an old coach house on one side of the courtyard which would make a perfect club and event room. Over the past year we've gained the necessary planning permission and listed building clearance (including the mandatory bat survey!) and we're ready to go.

The difficulty we have is that making this decision will mean a capital investment of a sum which is approximately 25 per cent of our annual revenue and in order to justify that, we really need to see our sales increase by a further 10 per cent at least. In the current climate, that's something of a stretch.

AVOIDING THE DOWNSIDE

One thing we've always been keen to avoid is borrowing. Until now, the operation of the hotel has been financed through the trading account and personal investment. The choice we have is whether to finance the investment in the coach house ourselves or whether to borrow. We've decided to take the first option and at the moment we're discussing with our local community the idea of selling memberships in the club in advance to raise revenue. I suspect we'll only make the investment when we're certain we can do so without compromising the existing business.

It's no accident that throughout the UK economy almost every business is in the process of reducing its borrowings and strengthening its balance sheet. I suspect we'll go ahead and develop the coach house – but after a lot of heart-searching.

These decisions are all about timing – I'll let you know how it goes. ●

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and members' lifestyles both inside and outside the gym.

Thanks to Technogym's extensive investment in research and development,

you now have seven ready-made business applications at your fingertips, allowing you to truly offer superior service to your members and prospects.

TECHNOGYM: MYWELLNESS CLOUD PROFESSIONAL APPLICATIONS

SELECT THE APPLICATIONS THAT BEST FIT YOUR BUSINESS



Profile is an innovative, evidence based application that offers your facility insights into what motivates each person to work out. Through extensive research conducted with the IULM University (Milan), Technogym developed the Aspiration Finder™ questionnaire, a unique tool for understanding end users and assessing their deepest motivation for exercising.



Prescribe allows operators to differentiate themselves through superior quality of service by creating truly personalised programmes for each user. Each bespoke programme is assigned to the user's mywellness cloud account and can be stored on the TGS key, a personal device that sets up the equipment and guides the user throughout the entire session. The results are automatically collected and used to monitor progress.



With the **Self** application users can create a training programme in seconds without supervision. The programme is selected from a library according to the user's real needs, goals, sport or aspirations.



Coach extends the operator's role into that of a personal coach. Operators can track and assess exercise, nutrition and lifestyle habits, create personalised action plans and interact with the user through the messaging portal to increase contact with users.



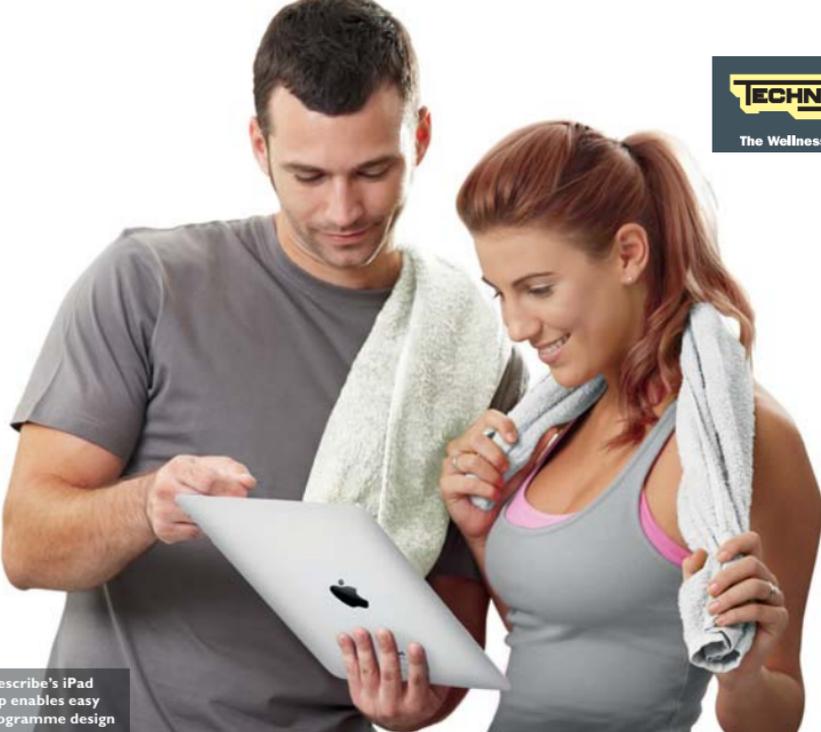
Create Challenges to motivate users and encourage interaction within the gym. Users can join your challenges via the web, their smartphone or directly from VISIOWEB or UNITY displays on the equipment and the VISIOSELF touch-screen kiosks. By improving their ranking to win challenges and prizes, they will spend more time in your facility.



Communicator can transform each VISIOWEB or UNITY display into a powerful marketing tool. Promote activities, products and services, promotions, co-marketing and surveys directly through the interactive touch screen display.



Asset remotely monitors equipment through VISIOWEB or UNITY displays. Have access to a dashboard of equipment usage and uptime 24 hours a day, 7 days a week.



Prescribe's iPad app enables easy programme design



Prescribe – App in focus

The future of exercise programming has arrived

Following 20 years of experience in creating end-user management and prescription solutions, Technogym introduces Prescribe, an online application for fitness facilities that allows instructors to quickly and easily create truly personalised training programmes for members. This is done via the revolutionary new iPad application – which allows quick and easy design of bespoke programmes with accompanying pictures or videos – or a gym PC, enabling facilities to retain a high level of personal interaction.

Bolsover District Council uses Prescribe to personalise their members' training experience

Bolsover District Council runs three sites, including Clowne Sports Centre, Creswell Leisure Centre and Frederick Gent Community Sports Centre. Having previously used Technogym's Wellness System at Clowne Sports Centre, the Council decided to embrace the increased flexibility and modular aspects

of Technogym's mywellness cloud online platform. The Council opted to start with the Technogym Self application, which allowed all the members to download safe and effective pre-loaded training programmes.

Once all members had created a mywellness cloud account, Bolsover District Council decided to add the Prescribe app to their programming solution. This enabled instructors to create personalised training programmes for individual members – an important feature for groups of users who are unfamiliar with exercise.

Exercise and fitness referral officer Arron Johnson says: "Prescribe is a great app in my opinion. It has allowed us to track our clients a lot more in order to achieve progress more efficiently. It's been very beneficial for the referred population, as many have never stepped into a gym before. Prescribe allows us to make it a lot easier for our clients to achieve their goals."

As part of their personal induction, new members create their own mywellness cloud account and are assessed for their fitness levels and goals. Their trainer then uses Prescribe to create a tailored programme, which they

can download and view directly from a VISIOSELF kiosk on each gym floor.

These programmes are stored on the members' personal mywellness account and can be accessed via the free mywellness app for smartphones, or via a device such as the TGS Key, which can be inserted into each gym machine to automatically upload the prescribed exercise settings and workout data – without the need for any manual input.

Arron says: "We have a big population of referral members who are classified as obese, and we often recommend low level interval training for them. The Prescribe app allows me to input an interval approach on the CV machines. Users just plug the key in the machine and off they go, with the programme loaded. This helps them avoid having to change intensity levels or speed every minute."

"Prescribe also allows me to see when the clients have been training, and message them instantly to motivate them. Through the messaging system, I can discuss their progress and tweak their programmes. It's like having a personal trainer at their side!" he adds.

Visit Technogym at LIW 2013 to find out more about the Prescribe App and how it can benefit your business. ●

LEISURE INDUSTRY WEEK 2013



Leisure Industry Week (LIW) returns to the Birmingham NEC with 300 exhibitors and a host of exciting talks, demonstrations and features

Leisure Industry Week (LIW) returns to Birmingham NEC this month to a new hall and a refreshed format.

With more than 100 hours of free education and 300 leading exhibiting companies, LIW is the only UK trade show to cover the entire out of home leisure industry with an exciting range of sectors incorporating Play & Attractions, Health & Fitness, Sport, Pool & Spa, Eat & Drink and Leisure Facilities. These sectors combine to offer a wide range of leisure professionals inspirational and innovative business solutions.

Highlights at this year's show include the introduction of a new Power Hour which will see fitness professionals competing with one another on some of the leading health and fitness suppliers' stands. The play and attractions sector also introduces a new partnership with the British & Irish Association for Zoos and Aquariums (BIAZA) as well as the renewal of a historic partnership with BALPPA. The pool and spa section will feature a live pool demo programme delivered by the STA called The STA Swim Zone.

The Innovation Trail will showcase all of the new products launched this year and displayed across the entire event. Look out for the flag icon in the show guide and on the stands to see the 'next big things' in the leisure industry!



VENUE:

NEC, Birmingham

DATES:

24 - 26 September 2013

OPENING TIMES:

Tues 24 September,

10am - 5pm

Weds 25 September,

10am - 5pm

Thurs 26 September,

10am - 4pm

REGISTRATION:

Pre-register for the show

for free at www.liw.co.uk

KEEP UP TO DATE:

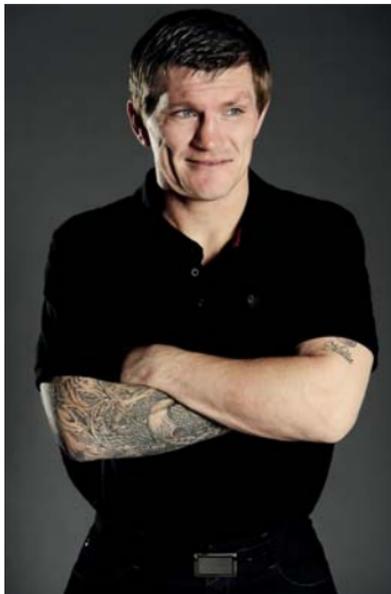
Twitter: @L_I_W #LIW2013,

LinkedIn: 'Leisure

Industry Week' group

Facebook: 'Leisure

Industry Week' page.



Four time world boxing champion Ricky Hatton will be on the live stage discussing The Hatton Academy



Eight time Grand Slam champion Andre Agassi will be taking to the LIW Live Stage on Thursday 26 September to share his story

LEISURE INDUSTRY WEEK 2013 SECTOR HIGHLIGHTS

PLAY & ATTRACTIONS

Play & Attractions at LIW has announced two new partnerships for the 2013 event. BALPPA (The British Association of Leisure Parks, Piers & Attractions) and its Family Entertainment Centre Association (FECA) return as partner sponsor this year and will be hosting various sub-committee meetings during the show. BIAZA (The British & Irish Association of Zoos & Aquariums) is also set to align with LIW as a partner sponsor in a new agreement for 2013.

BALPPA and BIAZA will both contribute to the series of business-focused presentations within the free-to-attend seminar programme. BALPPA will assist with the delivery of three targeted educational ses-

sions on Tuesday and Wednesday based around their activities this year, while BIAZA will provide a programme of sessions on Thursday dedicated to zoos and aquariums, offering practical advice and knowledge on how to diversify and enhance the visitor experience and more.

These organisations will also be available for one-to-one conversations at the Attractions Lounge, which will be a focal point of the Play & Attractions section of LIW 2013.

"We are delighted to be working with BALPPA again, and with BIAZA for the first time this year," said David

Sarvoisin, event manager of LIW. "Both of these associations will bring with them content which will enhance the visitor experience considerably."

Paul Kelly from BALPPA said, "BALPPA is really excited about working with LIW again. It is a great opportunity for all our members."

Zara Gaspar, communications manager at BIAZA said: "BIAZA is thrilled to be working with LIW. The event will bring fresh ideas to the table. There is great potential in this partnership in helping the zoo and aquarium community provide the best services and experiences to the public."





LEISURE FACILITIES

The Leisure Facilities section of LIW caters for visitors from the entire spectrum of the leisure industry. In one day at LIW you'll be able to ensure that your company or site has the latest and most technologically sound facilities it needs to run efficiently, cost-effectively and, most importantly, safely.

LEISURE FACILITIES

Exhibitors within this part of the show include specialists in signage, energy-efficiency, membership management and retention, information technology, heating, cooling, flooring, water treatment, lockers, payments, software, uniforms, ticketing and refurbishments.

POOL & SPA

The Pool & Spa section will feature education from the Amateur Swimming Association and Skills Active. Year one of a new three year partnership will see the Swimming Teachers Association host the STA Swim Zone, which will showcase a range of exciting events throughout the duration of the show. Visitors will be able to see a number of swimming, lifesaving and pool plant live demonstrations, as well as hear from some of the UK's leading suppliers of aquatic services and products to the leisure industry – all designed to show leisure operators how they can further maximise revenue from their pool facility.

Pool & Spa

Theo Millward, STA's operations director said: "LIW is the industry's biggest show, so we are thrilled to be able to partner with the show organisers and launch the STA Swim Zone. We are organising an exciting programme of live events for the three days, including baby and children's swimming lessons, equipment master classes, pool plant operations, lifesaving, exercising in water and much more.

"The interactivity of the STA Swim Zone will add a real buzz to the Pool & Spa zone, as well as providing visitors with ideas on how they can further maximise their pool space and increase revenue."

HEALTH & FITNESS

HEALTH & FITNESS

Health & Fitness at LIW will once again feature all of the leading fitness suppliers and the REPs National Convention. On Wednesday there will also be a dedicated programme for independent operators headlined by Ricky Hatton and featuring sessions from leading specialists.

The central stage, LIW Live, will feature sporting superstars including Andre Agassi, Ricky Hatton, Kelly Sotherton and James Haskell. All of these personalities will share their experiences and opinions on the leisure industry in question and answer sessions where the audience will have the chance to ask their own questions. LIW Live will also include group exercise and new product demos. ●

Leisure Industry Week is free to attend for trade visitors. You can register online at www.liw.co.uk

LES MILLS

THE HOTTEST TICKET @ LIW 2013

VISIT US
@ BOOTH
H365

JOIN LES MILLS @ BOOTH H365 FOR:

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- LES MILLS SMARTBAR®
- A VERY LES MILLS MOBILE PHONE CHARGING STATION
- TALK TO OUR EXPERTS ABOUT THE FUTURE OF FITNESS
- THE UK LAUNCH OF LES MILLS SMART STEP & BODYBIKE - **DON'T MISS YOUR CHANCE TO WIN A BODYBIKE**

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WWW.LESMILLSUKLIW.EVENTBRITE.COM

- THE HOTTEST TOPIC OF 2013: PPL - THE IMPLICATIONS FOR CLUBS, INSTRUCTORS AND THE MUSIC INDUSTRY
- THE RISE OF THE MICROGYM
- GET FIT TOGETHER - LES MILLS GLOBAL RESEARCH
- NEW GROUP X FOR PROFIT
- CREATING THE WORLDS BEST STUDIO DESIGN

LIW LIVE STAGE:

- TUES 24TH @ 12:00 - 12:15, WED 25TH @ 12:00 - 12:15, THURS 26TH @ 10:45 - 11:00. "LES MILLS SMASH UP" EXPERIENCE THE LATEST FITNESS INNOVATIONS FROM THE UK TRAINER TEAM

SPECIALISED EXERCISE ARENA:

- TUES 24TH @ 14:00 - 14:30, WED 25TH @ 13:15 - 13:45. "GET YOUR CLUB GRIT FIT" DISCOVER HOW LES MILLS GRIT CAN TRANSFORM YOUR CLUBS BOTTOM LINE (AND YOUR CLIENTS WAIST LINES)

LIW KEYNOTE THEATRE:

- WED 25TH @ 13:30 - 14:15 SPEAKER JUST CONFIRMED: BRYCE HASTINGS, RESEARCH AND OPERATIONS, LES MILLS INTERNATIONAL. "FROM ZERO TO HIGH INTENSITY TRAINING - THE GROUP FIT SOLUTION"



LEISURE
INDUSTRY
WEEK

LES MILLS
GRIT



BOOK ONLINE AT WWW.LESMILLSUKLIW.EVENTBRITE.COM
EMAIL LMUK.BUSDEV@LESMILLS.COM OR CALL 0207 741 0060

THE CYBEX EFFECT

With a firm presence in both corporate and education markets, plus new product launches and fitness deals on the horizon, Cybex is enjoying a busy 2013



The Gym Hounslow: An install of 50 CV pieces



The Hounslow club has 24/7 access

“**F**or many years, we’ve worked hard to establish our position in the fitness industry – we’re not just simply a supplier of gym equipment but a company that delivers premium quality products, advising and supporting our clients throughout the decision process

and beyond,” commented Rob Thurston, Cybex UK’s commercial director.

“Our longstanding relationships with existing clients and the introduction of new key sites are proof of this and 2013 has already been a real turning point for us; we’ve extended our sales and operations teams, opened a new

showcase site in Sole Fitness and secured contracts with two well-known gym chains.” Cybex also retains a prime position within the education sector following two large scale installations at UK universities at the start of the year.

We look at four of Cybex’s new installs so far in 2013...

CASE STUDY: THE GYM GROUP

In July, Cybex installed over 50 pieces of cardio equipment at the Gym Hounslow, one of the 38 sites that make up the popular Gym Group chain.

The Hounslow facility, which opened in 2008, was the first ever Gym Group site and the new install was an extension to the existing relationship with the Gym Hounslow and Cybex, who installed both cardio and strength training equipment when it first opened over five years ago. The new equipment was from Cybex’s 625 commercial series and included treadmills, upright and recumbent bikes and both lower body and total body Arc Trainers.

The decision to continue with Cybex was based on a number of factors, as Gym Group CEO John Treharne confirmed: “The Hounslow gym opened in 2008 and is one of the busiest in the network. With 24/7 access, our equipment needs to be durable and able to withstand high usage levels – CYBEX originally installed at the facility and after five years of constant use we know the equipment meets our needs.

“For over half of our members, we are the first gym they have joined and so it’s essential that the equipment we use is accessible to all our users irrespective of ability and experience. We have always been happy with the kit originally provided by CYBEX and we were happy to maintain our relationship and upgrade the equipment as part of this latest install.”

CASE STUDY: SNAP FITNESS

Already with a well-established partnership with international gym franchise Snap Fitness, Cybex installed equipment at the chain’s third UK site in Market Harborough this summer.

As the newest addition to the network of almost 1400 fitness clubs worldwide, Snap Fitness Market Harborough introduces the concept of 24/7 gym access to the area for the first time, providing members with maximum flexibility to train at their own convenience and at an affordable price.

“Cybex came recommended to us following installs at sites in the US; that said we still underwent a competitive tender process

to find the best supplier for our gym and Cybex came out on top,” confirmed Ash Pattani, Snap Fitness owner.

“It wasn’t just the equipment we loved; it was the expert advice and training Cybex offered for the site launch.”



Snap Fitness Market Harborough introduced a 24/7 gym concept



The University of Dublin underwent a major Cybex refurbishment earlier this year, doubling the size of its gym

CASE STUDY: EXCELLENCE IN EDUCATION

With a client list that includes the Universities of Birmingham, Bristol and Nottingham, Cybex equipment is a popular choice for the UK's top sports institutions. The University of Liverpool's 7000 member gym became the latest addition when it re-opened in January 2013, following extensive site renovations.

The gym, which is used by University students, staff and alumni as well as members of the public, boasts over 100 new pieces of equipment from Cybex, who have created an advanced strength training area within the gym floor.

Lower body and total body Arc Trainers plus treadmills from Cybex's premium 770 cardio series were also installed, featuring a range of Personalised Entertainment Monitors with iPod® connectivity.

University of Liverpool's Sport & Fitness Centre wasn't the only facility this year with a Cybex refurbishment;

the University College Dublin (UCD) also underwent site extensions, resulting in a gym more than double the previous size.

"The range of equipment offered by Cybex has ensured that we can cater to the needs of all users, regardless of their ability, level of fitness or training needs," said Hughie McGearty, UCD Sport and Fitness Centre manager.

"Not only is Cybex's equipment of a very high quality, its support, advice and service to customers is excellent; it is because of this combination that we chose Cybex, who have faultlessly delivered where competing suppliers couldn't."

Home to over 2500 members from the student population and local community as well as athletes and sports students, UCD Sport & Fitness Centre is also used by professional rugby union side Leinster and was also used by Heineken Cup winner Toulon in the build-up to the tournament's final in May 2013.



Looking to the future

Building on the success of the year to date, Cybex has already extended its partnership with the UK's leading provider of employee wellbeing services Nuffield Health with installs at Waitrose. Rob Thurston says Cybex is looking at a busy end to 2013: "With our corporate market presence firmly established, product launches on the horizon and extensive agreements with new facilities in the pipeline, we're in a fantastic position as we head into the second half of the year.

"Client feedback is the best indicator of our premium products and customer service and, backed by the international brand, Cybex UK continues to reaffirm its position as one of the industry's leading equipment manufacturers."

EXHIBITOR NEWS

THE LATEST NEWS FROM EXHIBITORS AT LIW 2013

ACTIVE IQ

Tel: +44 (0)1480 467950

www.activeiq.co.uk

Active IQ is one of the UK's leading Ofqual approved awarding organisations, covering health, fitness, sport and recreation. Dynamic and flexible, the company designs qualifications that support clearly defined career pathways. With an excess of 75 accredited qualifications available, over 450 approved training providers both nationally and internationally, and high quality qualification support, Active IQ strives to enable training providers to deliver the best possible learning experience to its students.

SECTION: HEALTH & FITNESS

ASHBOURNE MANAGEMENT SERVICES

Tel: +44 (0)871 271 2088

www.ashbourne-memberships.co.uk

Why waste money on costly monthly licences for 'club management software' when MVS+ gives all the info you really need on a single screen, free of charge? Designed in consultation with gym owners, MVS+ requires no data entry and shows you each member's attendance frequency as they enter your club + the number/type of new members month-on-month and your total split of membership types. See also the innovative ShapeWatchers programme, aimed at lapsed gym members – a simple step-by-step exercise programme which rebuilds the exercise habit, with the aim of attracting people back to the gym.

SECTION: HEALTH & FITNESS

BADMINTON ENGLAND

Tel: +44 (0)1908 268466

www.badmintonengland.co.uk/playbadminton

BADMINTON England's innovative new PlayBadminton framework can net leisure operators up to £130k extra revenue pa. With full NGB support, your facility can access new membership leads, increased footfall, capital grants investment, higher badminton court utilisation and exciting new products + much more. To get strong returns from the casual badminton market of over 1.9 million people, visit BADMINTON England at Stand H385.

SECTION: HEALTH & FITNESS ►

To find out more about badminton, visit stand H385



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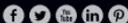
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LifeFitness
WHAT WE LIVE FOR



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The ukactive Code of Practice is a mark of quality that reflects a site's commitment to high standards of health and safety, staff training and customer care.

The Code of Practice assures:

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- » Raised standards

By the end of the process every site will be up to date legally and professionally, safe in the knowledge that the needs of both staff and customers have been effectively evaluated.

For more information about the ukactive Code of Practice, contact us on cop@ukactive.org.uk



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EXHIBITORS NEWS



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www.thegodscollection.com

James Haskell (London Wasps/England Rugby) is delighted to introduce his Functional Food Supplement Range – The Gods Collection. The collection, designed by an athlete for athletes, comprises the all pure, Informed Sport certified, accolade-winning Pre-Trainer Hades; the new female version of it, called Hella; Tagaloo, which is a new Organic Virgin Coconut Oil; and Virtus, a new Super Food containing 61 different multi-vitamins and minerals. All the Gods Collection products have been formulated and manufactured to the highest GMP standards and where applicable are Informed Sports certified. Also on the stand you will find Angry Squirrel Coffee and Functional Fitness Training Available for the wholesale market. The range is available either loose or in self-merchandising display units designed to maximise sales and product awareness. All the products are supported by national advertising campaigns in the trade press.

SECTION: HEALTH & FITNESS

BODY PLUS NUTRITION

Tel: +44 (0)844 332 1239

www.bodyplussenutrition.com

Body Plus Nutrition provide delicious, chef prepared convenience meals nutritionally tailored for gym and health club members. Using natural ingredients the different ranges are designed to support muscle gain, weight maintenance and weight loss diets with vegetarian options. There are 18 meal choices rotated for variety. Working on a profit share model there is no capital risk or outlay for venues; all delivery and stock control is handled with branded fridges provided. We add a valuable 'on the go' food service to clubs who have no food facilities in place as well as providing an 'on the go' service in venues with café/restaurant facilities available – perfect for time constrained members. Products significantly boost club profits with members now being able to purchase convenient fresh food products in house rather than at high street outlets or supermarkets. From small operators to exclusive health clubs products always generate excellent sales.

SECTION: HEALTH & FITNESS

PAVIGYM SOLUTIONS.

PAVIGYM™, the premium flooring manufacturer invites you to join us in celebration of our 50th Anniversary during this year's LIW event in Birmingham at Booth H310 & H410 and also during presentations at the PAVIGYM™ sponsored Functional Training area.

PAVIGYM™ products, solutions and new concepts provide key elements to fitness facilities with style, design and function which deliver the best member experience possible while optimizing the space.



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H310 & H410**

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Brother is a leading global provider of technology solutions – including design, manufacturer and distribution of printers, multifunction and mobile printers, labellers and fax machines. We develop solutions that increase efficiency, save time and achieve best value, now and in the future. Brother continues to demonstrate its investment commitment of product innovation by launching our ultra high speed workgroup printing. With ground-breaking print speeds up to 100 pages per minute, the award-winning HL-S7000DN mono printer is ideal for fast-paced environments. Another efficiency-driving solution is our print management software (bguard) where true transparency and control can reduce costs. Our range of lightweight, mobile and portable devices helps support working on the move from printing to document scanning, enabling print and archiving documents in the Cloud. Plus our web and video conferencing software (OmniJoin) allows businesses to share and collaborate documents and hold secure, reliable, boardroom quality meetings from PCs or laptops. We are extremely proud of our longstanding reputation for environmental and ethical excellence, having been awarded The Queen's for Enterprise: Sustainable Development. Brother was singled out for our ongoing commitment to more responsible and sustainable business practices, our commitment to waste management and energy conservation.

SECTION: LEISURE FACILITIES

CAP2 SOLUTIONS

Tel: +44 (0)7854 117 217
Web: www.cap2.co.uk

CoursePro was designed initially for swimming lesson management, enabling fast and accurate poolside administration using an iPod, up to date reporting and parental interaction via HomePortal. The software, which can be used with any course-based criteria, has been endorsed by the governing body for swimming in England. It takes advantage of the latest technology using iPod and internet technology, to bring teaching into the 21st century, removing paperwork processes for swimming teachers and coaches.

SECTION: LEISURE FACILITIES

CLUBWISE

Tel: +44 (0)1844 348300
Web: www.clubwise.com

Find the ClubWise stand in Hall 4, Stand L250 to discover how ClubWise's fully integrated club management software, direct debit collection and unique marketing can reduce your administration, improve your efficiency and increase membership sales! Not only that, but LIVW will host the launch of the brand new and exciting ClubWise mobile apps. The apps are designed for the people that power the clubs, and will positively transform the way fitness clubs sell to, retain and monitor their members using the latest technology. Meeting and greeting will be our friend and mascot, Steve. ClubWise provides Steve's gym with the tool kit for an extraordinary member journey from the start, and Steve is so delighted he wants to tell you all about it! We also have some exclusive promotions available for LIVW attendees, head over to find out more! We look forward to seeing you!

SECTION: LEISURE FACILITIES

CODELOCKS LTD

Tel: +44 (0) 1635 239645
Web: www.codelocks.co.uk

KitLock unveils its most versatile and functional keyless locker lock at LIVW Do you spend far too much time managing the locker keys at your gym, leisure centre or spa? Looking for a more convenient alternative? Then visit stand number L266 and discover our KitLock range of keyless locker locks. Fitted in place of standard cam locks, clients can simply enter a four-digit code on the keypad, lock and go; free to enjoy their fitness session without having to carry a key or use coins or tokens. At this year's show we are showcasing our most versatile and functional lock yet – the KitLock 1500. This sleek-looking lock can be fitted in any orientation due to its patented keypad design. It boasts a 'real time' clock that can be programmed to automatically open after a set period of time. We look forward to seeing you at the show.

SECTION: LEISURE FACILITIES

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KL1000
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COMPACT

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Access control without the need for keys.



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robust. Additional features and improved number of
operations, the KL1200 provides enhanced benefits
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Quick, tough and cost effective.



KL1500
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plus a lot more! 'Real Time' clock, multiple user codes,
program two codes to open lock, fit in any orientation.

Full details on this new lock at www.kitlock.com



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The BILT range was designed in partnership with tennis star Andre Agassi

CONCEPT FITNESS INTERNATIONAL

Tel: 0845 363 9969

www.conceptfitnessinternational.com

Stand H575 is a must visit this year. As well as showcasing its TKO brand of quality strength and fitness equipment, Concept Fitness International is also launching the most revolutionary line of athletic training equipment to enter the UK market in 40 years – BILT by Agassi & Reyes. Exclusively distributed by Concept Fitness International throughout the UK, Ireland and the Middle East, BILT by Agassi & Reyes consists of 12 machines, which are all modelled on the exact equipment Andre Agassi – eight-time tennis Grand Slam title holder – used to train during his championship tennis career. Featuring the award winning COD Machine, BILT by Agassi & Reyes machines are precision engineered for high-intensity muscle isolation to help users safely and effectively reach any sports-training goal. Designed by Reyes – who currently trains some of the world's top Tennis, Basketball and NFL athletes on the equipment – they are built for productivity: high intensity muscle isolation to safely build strength without injury. Andre will be appearing on Stand H575 on Thursday 26 September and will be taking to the LIVV Live Stage to share the BILT by Agassi & Reyes story and the reasons why his equipment is such a big hit.

SECTION: HEALTH & FITNESS

CREATIVE FITNESS MARKETING

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SECTION: HEALTH & FITNESS



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www.xnleisure.com

EXHIBITORS NEWS



Cybex's wide range of equipment includes the Arc Trainer

CYBEX INTERNATIONAL UK

Tel: +44 (0) 845 606 0228

www.cybexintl.com

Cybex is a leading manufacturer of premium fitness equipment, designed to improve physical wellbeing, function and performance. Alongside its full range of cardiovascular equipment which includes the innovative Arc Trainer, Cybex produces the industry's largest selection of strength training equipment with over 150 unique pieces. Launching at this year's Leisure Industry Week is the 790T treadmill, with enhanced speed levels programmed to reach 15.6 miles per hour (25kph) and a maximum incline reaching 20 per cent. Also new to the UK market and making its debut at LIW is the Big Iron glute ham/ reverse hyper-extension bench, part of Cybex's popular Big Iron range of racks and benches. Full body workouts will be taking place throughout each day, ran by Cybex Master Trainers and incorporating both strength and cardio equipment. Selectorised strength equipment will also be on the stand alongside cardio pieces from the 625 and 770 series, showcasing Cybex's most advanced entertainment console the E3 View.

SECTION: HEALTH & FITNESS

DALESAUNA LTD

Tel: 01423 798630

Web: www.dalesauna.co.uk

This year we have seen a real explosion of interest from local authorities and trusts, and have completed several large scale spa developments at Westminster Lodge (St Albans District Council), Ramsgate Leisure Centre in conjunction with Alliance Leisure, and Wimbledon LC (for GLL). It seems that there is a real desire now from these operators to provide very high end spa facilities, certainly in keeping with anything the private sector has to offer. Wellness as opposed to fitness has become a big issue, and what better way to combat one of the UK's biggest medical issues, stress, than to relax in a spa. The private sector has slowed down recently, with refurbishment of existing facilities being the major spend as opposed to new build. Through our service department, we can offer very prompt call out for service and repair on most manufacturers products at very competitive prices.

SECTION: HEALTH & FITNESS



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Stand H575



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Tel: +44 (0)1733 313535

www.escapefitness.com

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SECTION: HEALTH & FITNESS

Escape Fitness will exhibit its range of kit on stand H405

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GANTNER is the leading manufacturer of SMART card system solutions. All GANTNER products are specially designed for the requirements of the global leisure industry. The offered system solutions include access control, electronic wardrobe locking systems and cashless payment applications. GANTNER has proven to be amongst the most reliable on the market. High quality, great design, flexibility and short payback times are GANTNER's strengths. GANTNER hardware and 3rd 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**GLADSTONE HEALTH & LEISURE**

Tel: +44 (0)1491 201010

www.gladstonemrm.com

Gladstone Health & Leisure offers a single, integrated solution to manage sales and marketing, membership management, bookings and resources, payments and finance, communications, point of sale, access control and security, and management information and reports; all in one place. Exhibiting on stand L110 at this year's LIW, Gladstone will be launching two new products for the leisure industry. eyeQ's makes it easy for facilities to pivot, slice, dice, filter and present data in a number of ways, including tables and charts. The intuitive tool works hand in hand with Gladstone's other products – Business Process Manager and Communicate – allowing operators to schedule in and automate reports and analysis, as well as communications to members. Communicate unlocks the goldmine of information held by Gladstone's Plus2 membership management software, helping operators interact with their members, and measure the effectiveness of those communications on turnover and their impact upon brand perception.

SECTION: LEISURE FACILITIES


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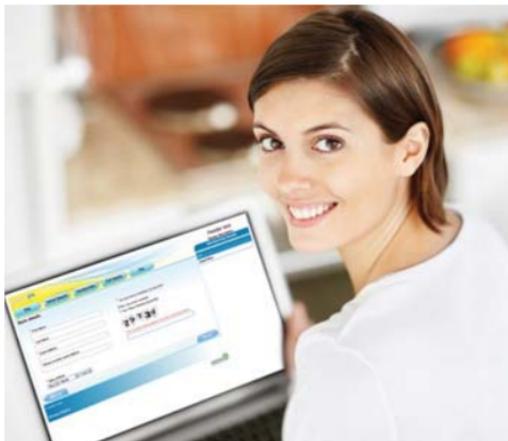
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Neil Campbell 07799 475366 • Stand H320 at LIW

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SECTION: HEALTH & FITNESS



The exclusive distributor of Total Gym equipment

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SECTION: HEALTH & FITNESS



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Visit StarTrac at **LIW, Hall 4, Stand #H530** to meet the new members of the family. For more information contact StarTrac at **+44 (0)1494 688260** or **uksales@startrac.com**.

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APPY DAYS



The app can help increase brand reach by enabling more sharing on social media

The launch of Gladstone's iPhone app at NCCLeisure in Nottingham has been greatly received by members who can now easily manage their own class bookings

Embedding new technology to increase the level of customer service is a priority for us. The iPhone is one of the most popular mobile interfaces, so we were driven to be the first to market with Gladstone's iPhone app.

We launched the app at our nine leisure centres in May, allowing our subscription based members, who have access to all nine sites, to book fitness classes and the gym and health suite via their iPhones and iPods.

It was promoted as part of a wider customer service improvement campaign across our website, via social media on the leisure centre specific pages, as well as mynottingham and Nottingham Sport Facebook and Twitter pages, and internally within the leisure centres. We encouraged members to

"USING THE APP I MANAGED TO BEAT THE RUSH TO GET INTO FRIDAY NIGHT ZUMBA!"

download the app by offering members using it to book activities from May to July the chance to win an iPad Mini.

Just a few weeks after the launch 75 people had downloaded the app, which is branded as NCCLeisure in the App Store, and we expect the competition to help this to increase massively by the end of July.

Increasing customer service

Our staff are really happy that they can offer this useful tool to customers and it's certainly saving the time as more customers are self serving for their activity needs. We expect this customer

channel shift to increase as time goes on as the customers love it too! Feedback includes: "Love this app, so quick to book a class"; "Using the app I managed to beat the rush to get into Friday night Zumba!"; "Love it, love it, love it! I can book and plan my favourite classes".

We've been a Gladstone customer for nine years and it's definitely one of the most successful software launches from Gladstone that we've been involved with. It will help grow our brand reach and I've no doubt fitness class bookings will receive a social boost as members post their activity on their wall and friends that see it want to join them or are inspired to get active themselves, creating more secondary spend too!

"LOVE IT, LOVE IT, LOVE IT! I CAN BOOK AND PLAN TO GO MY FAVOURITE CLASSES"

Alexander Lucas, Sport, Culture and Parks, Nottingham City Council

HIPPO LEISURE

Tel: +44 (0)1752 771740
www.hippoleisure.com

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SECTION: POOL & SPA

HORNE ENGINEERING LTD

Tel: +44 (0)1505 336287
www.horne.co.uk

Follow the Innovation Trail to stand L221 to be inspired and impressed by the striking design and superior functionality of the new Dušo shower column from Horne Engineering Ltd. It's specifically designed for group shower installations in community leisure and team sport facilities, including poolside and outdoor environments. A selection of colour options offer visual impact or practical indicators. The Dušo also excels in its performance, durability and ease of maintenance. More than 90 years ago Horne invented the thermostatic mixing valve, thus the Horne group shower package is the optimal combination of group thermostatic mixer with the dashing Dušo.

SECTION: POOL & SPA



Horne's Dušo column suits group shower installations

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www.jcleasuresolutions.com

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SECTION: POOL & SPA

JORDAN FITNESS

Tel: +44 (0)1553 763285

www.jordanfitness.co.uk

Jordan Fitness is a market leader in the design, manufacture and supply of premium grade, functional fitness equipment, and the preferred supplier to a wide range of fitness facilities for 25 years. Our products are the result of innovative product development, market research and rigorous testing. Competitively priced, we are also exclusive distributors for top brands, including Lifeline USA, Alpha Strong, SAQ and Loumet. We also provide comprehensive training and proudly offer the largest portfolio of REPs endorsed CPD courses in Europe. Combining our high-quality equipment and industry-leading education, our Results Based Training (RBT) programme has been developed to help anyone wishing to

implement a functional training area into their facility. Using the RBT system, our expert team can guide you through the three key stages (Enhance, Evaluate and Engage) to ensure that you have the equipment, knowledge and support to get the results you want. Visit us on Stand H475 in Hall 4 where we will showcase and demonstrate our newest functional fitness products. We also have appearances from pro-boxer Jordan Gill and rugby legends Jason Robinson OBE and James Haskell.

SECTION: HEALTH & FITNESS



Results Driven System – enhance, evaluate and engage



LEISURE INDUSTRY WEEK
Stand H480



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**LIW
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**Stand
L250**

**Hall
4**



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SECTION: HEALTH & FITNESS

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www.lesmills.com

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SECTION: HEALTH & FITNESS

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SECTION: HEALTH & FITNESS



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SECTION: POOL & SPA**MATRIX FITNESS**

Tel: +44 (0)1782 644900

www.matrixfitness.com

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SECTION: HEALTH & FITNESS**MINDBODY**

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www.mindbodyonline.com

MINDBODY is the leading provider of cloud-based software and mobile app solutions for the wellness industry. Its cloud-based program works by streamlining business needs into one easy-to-use system – from scheduling and pay roll, to point-of-sale and marketing tools, everything is brought together under one roof and made accessible to the business owner from anywhere, at anytime. Coupled with mobile app solutions and third-party integrations, MINDBODY subscribers are able to run their businesses more efficiently while increasing revenue and remaining competitive in the marketplace. Subscribers receive live updates and free training along with unlimited technical support, available 24/7. Each month, over 1,200 new businesses sign on with MINDBODY, making it the fastest growing business management provider in the wellness industry at large.

SECTION: HEALTH & FITNESS



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L170

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www.myzone.org/

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SECTION: HEALTH & FITNESS

OCTANE FITNESS UK LTD

Tel: +44 (0)7799 475366

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 Power Block dumbbells, ideal for impact on the gym floor, Small Group and Personal Training. The Cross Circuit classes can also be done with the Octane Fitness Pro3700 and adjustable stride Pro4700, or a mix of these machines. No cardio product offers the variety of workout of the seated xR6000. Try it and prepare to be surprised... The xR6000 seated x-trainer is unique, will complement your current cardio equipment

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SECTION: HEALTH & FITNESS

OMNITICKET NETWORK LTD

Tel: +44 (0)1782 714300

www.omnicket.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 & ATTRACTIONS



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PAVIGYM UK

Tel: +44 (0)1223 969870

www.pavigym.com

PAVIGYM™, the premium flooring manufacturer invites you to join us in celebration of our 50th Anniversary during this year's LIW event in Birmingham at Booth H310 & H410. PAVIGYM™ products, solutions and new concepts provide key elements to fitness facilities with style, design and function which deliver the best member experience possible while optimising the space. After five decades and two generations, we celebrate with three big innovations. •PAVIGYM™ ENERGY+™: High Intensity Interval Training solutions for Group Training which may produce non-dues revenue for both fitness facilities and/or personal training studios. ENERGY+™ combines technical flooring with professional instructor training certification. •PAVIGYM™ 3.0: transforms flooring into equipment. Combining flooring with lights, sensors, tablet control and programming, facilities increase membership, retention and member results. •PAVIGYM™ MOOD: Control the ambiance by zone, or the entire facility with our proprietary tablet software and lighting solutions.

SECTION: HEALTH & FITNESS

PAYASUGYM.COM

Tel: +44 (0)200 333 1181

www.payasugym.com

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online lead-generation service to the UK Health and Fitness sector – partnering with Tesco Clubcard and O2. With over 2.2 million customer searches on our website monthly and a conversion rate to full membership of up to 1 in 3 customers, payasUgym.com is the largest online lead generation service in the UK Health and Fitness sector. We already work with over 1,300 gyms, leisure centres and health clubs across the UK of all shapes and sizes. We are focused on sending you high quality customer leads that are right for your club. Adding your club to payasUgym.com is free and you can contact us today at: www.payasugym.com/sales

SECTION: HEALTH & FITNESS

PE CONTRACTS

Tel: +44 (0)1466 700600

www.pecontracts.com

PE Contracts is breaking the mould when it comes to fit-out projects in the fitness and leisure industry. Innovation through service provision, the company has developed a business model which makes it quicker and easier to undertake refurbishments or the fit-out of a new fitness/leisure destination. Unlike traditional contractors, PE Contracts only uses its team of in-house trades – which means greater control, seamless integration and ultimately a single contractor guarantee. In doing so, it has streamlined the supply chain and essentially simplified the fit-out process, enabling companies to manage projects directly as opposed to through a principal contractor. As well as saving time and money, this innovative approach helps to raise quality standards.

SECTION: LEISURE FACILITIES

RAPs
The Register of Aquatic Professionals
PART OF SKILLSACTIVE

Visit RAPs at P416
The Register of Aquatic Professionals is here!

RAPs has been created to introduce a Single Qualification Framework and enhance the professionalism in the aquatics industry. RAPs members have the latest qualifications, commit to CPD and are bound by a code of conduct.

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Join RAPs in the Keynote Theatre on Thursday 26th September, 11:30 – 12:15

This is your chance to find out more about this new aquatic register and the benefits it can bring to your industry. The RAPs team will be on hand to address your key questions.

www.aquaticregister.org



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The Aachen Wellness Astrid bespoke Sauna is our high-end specification model. This Hemlock sauna with hidden fixings and curved bench fronts is designed for the executive home and exclusive private Wellness markets.



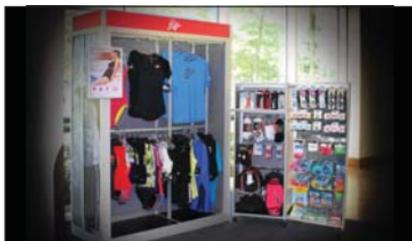
The Aachen Wellness tiled Lotos Lounger is custom shaped and mosaic tiled to suit any style electrically or hot water heated, with LED lighting and audio system to offer perfect comfort and relaxation.



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SECTION: HEALTH & FITNESS

POWERBLOCK & FITNESS-MAD

Tel: +44 (0)1386 425925

www.fitness-mad.com

The-Mad-Group will primarily be exhibiting the core PowerBlock range. PowerBlock are makers of the world's best dumbbell range and were the world's first and remain the best adjustable dumbbell system on the market today. They are the most compact, easiest to change and most expandable dumbbells on the market, and are used extensively by fitpros, leading professional sports teams, the military, gyms and health clubs worldwide. New for LIW 2013 comes The Burn Machine range, including the innovative Speedbag and Universal barbell – a revolution in physical fitness, that is exclusively distributed by The-Mad-Group. Last but not least, we will feature select commercial fitness lines from our Fitness-Mad, Yoga-Mad and Pilates-Mad brands. Fitness-Mad was Voted "Best Equipment Brand 2012" by Intersport UK and "Best Fitness Brand" at the Sports Trade Awards 2013. We welcome you to come and discuss your requirements.

SECTION: HEALTH & FITNESS

PRECOR

Tel: +44 (0)1276 404900

www.precor.com

Precor has chosen LIW for the UK launch of Preva® Tokens, a new feature to Preva, the industry's first open platform networked fitness solution, which has seen over 25 million workouts logged worldwide since 2010. Preva Tokens are RFID enabled key fobs that allow exercisers to simply swipe or tap the equipment to automatically sign in to their Preva Account on any networked P80 console, giving access to their favourite workouts, fitness goals, progress milestones and rewards, before they've even had time to set down their water bottle. The Preva portfolio includes Preva Business Suite (PBS), which enables operators to monitor and manage use of equipment, and Preva Net for internet content and entertainment, delivered in a format specifically designed for the in-motion exerciser. Preva is automatically updated over the internet, eliminating the need for upgrading or troubleshooting by the facility.

SECTION: HEALTH & FITNESS

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SECTION: HEALTH & FITNESS

REGISTER OF AQUATIC PROFESSIONALS

Tel: +44 (0)20 7632 2022

www.aquaticregister.org

RAPs has been created to enhance professionalism in the aquatics industry. This new aquatic register has been developed in partnership with the major aquatic organisations: ASA, RLSS and STA. For the first time, a Single Qualification Framework has been produced in this industry. Join RAPs in the Keynote Theatre on 26th September, 11:30 – 12:15. This is your chance to find out more about this new aquatic register and the benefits it can bring to your organisation. The RAPs team will be on hand to address your key questions and queries. Visit RAPs at P416 www.aquaticregister.org

SECTION: POOL & SPA

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www.safespacelockers.co.uk

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SECTION: HEALTH & FITNESS

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www.splashabout.com

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SECTION: SPORT

STA

Tel: +44 (0)1922 645097

www.sta.co.uk

COME JOIN THE REVOLUTION AT LIW 2013. LIW 2013 will play host to a number of exciting new launches for STA. From the re-launch of STA's International Learn to Swim Programme to STAadmin.co.uk, a new corporate identity and the new STA Swim Zone, the world's largest swimming teaching and lifesaving organisation is set to take centre stage at LIW 2013. STA will also ▶

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James Haskell of London Wasps and England Rugby, is working with Leisure Industry Week to promote power sports, nutrition, supplements and functional fitness training at the show.

Visit the stand to hear at first-hand about his accolade winning Fat Burner/Pre-Trainer Hades. The new female version Hella and Tagaloa, his fantastic new Organic Virgin Coconut oil, his own approach to fitness and nutrition.



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- ▶ be unveiling its new Swim Star Schools programme, and will announce the details of the latest local authority to sign up to become a STA Swim Academy. Visit Stand No P120.

SECTION: POOL & SPA

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SECTION: HEALTH & FITNESS

STAR TRAC

Tel: +44 (0)1494 688260

www.startrac.com/europe



Visit Stand #H530 and meet the newest members of the Star Trac family... The Treadclimber® patented design and movement pattern maximises caloric burn and motivates users to work harder, burning up to twice as many more calories than traditional cardio equipment. The Spinner® Blade ION is manufactured by Star Trac with accurate strain-gauge power meter technology backed by the Spinpower™ education program. The BoxMaster® is a new form of boxing style conditioning that will wow your clients. With the ability to cater to all types of members, the BoxMaster will excite and encourage greater participation in boxing style fitness training.

Star Trac will be at Stand #H530 at LIW **SECTION: HEALTH & FITNESS**

SYX AUTOMATIONS

Tel: +44 (0)1782 499195

www.syx.be

Syx Automations, with headquarters in Ypres (BE) and offices in Nijkerk (NL) and London (UK) is active in the field of software and automation solutions for the leisure market. For over 25 years, Syx Automations has been a valued ICT company with over 80 professional and dedicated employees. Innovative software development and continuous customer awareness leads to progressive solutions aimed at the leisure market. Syx Automations focuses on total projects based on the ReCreateX software platform, developed in-house for public recreation services and other leisure centres. Other products include IT services and access control and building management systems.

SECTION: LEISURE FACILITIES

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www.technogym.com

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SECTION: HEALTH & FITNESS**THE FIT CO**

Tel: +44 (0)776 477 1251

www.thefitco.com

Fit Co offer branded product retail solutions, displayed in high quality units, to the leisure industry covering wet and dry activities. Specialising in swim, fitness and tennis; clothing, footwear and equipment, we offer a full or specific proposition to our partners for their members and customers. We offer a fully serviced model which means operators have hassle free retail offers with no cash outlay, no shrinkage concerns and minimal staff input.

SECTION: HEALTH & FITNESS**THE HEALTHCOUNTER**

Tel: +44 (0)7767 163180

www.thehealthcounter.com

www.thehealthcounter.com chooses LIW to launch its innovative Virtual Pharmacy, the ultimate in 'shopping on the go'. Ideal for fitness clubs, leisure centres, gyms and spas, Virtual Pharmacy from The Healthcounter offers 'shelves' of carefully selected products for sale to members and visitor alike, without taking up floor space! It simply attaches to a wall, or free stands in reception, and customers can scan, click and buy – their shopping is then delivered to their door, no need to lug around heavy boxes or bags (even if it is good for toning biceps and bingo wings!). The Healthcounter's Fitness Ambassador, James Haskell, explains: "Virtual Pharmacy is a great idea – when you're rushing from work to the gym to pack in some training it's hard to make time to shop. This is the perfect solution for stocking up on fitness essentials, including my own Hades range."

SECTION: HEALTH & FITNESS

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EXHIBITORS NEWS

TOPLINE ELECTRONICS

Tel: +44 (0)1323 440760
www.topline.uk.net

Topline Electronics Limited, the UK's largest manufacturer of swimming pool chemical control systems, is pleased to be exhibiting on stand P310 at LIW, this year with a greater emphasis on our Aachen Wellness brand of sauna and steam rooms for health and fitness clubs, leisure centres and high-end domestic installations. Aachen Wellness is the UK's fastest growing brand of saunas and steam rooms, designed and manufactured in Lancashire, offering a bespoke quality product to the health and wellness facility market. Topline will also be exhibiting the TEC range of energy conservation products and integrated systems for pools and spas.

SECTION: POOL & SPA

UKACTIVE

Tel: +44 (0)20 7420 8560
www.ukactive.com

ukactive is the not-for-profit body which provides services and facilitates partnerships for a broad range of organisations, all of which support the vision of more people, more active, more often. We are committed to facilitating partnerships, improving product and service standards, sharing insights and education and raising consumer awareness of the benefits of an active lifestyle. For more information on the benefits of joining ukactive, come and find us on stand H355.

SECTION: HEALTH & FITNESS

WATTBIKE

Tel: +44 (0)115 945 5400
www.wattbike.com

Wattbike, the indoor bike of choice for the health and fitness industry, launches enhanced wireless connectivity and new testing features at Leisure Industry Week 2013. Operators can now wirelessly connect Wattbikes together to capture and display indoor cycling class performance metrics including power, heart rate and cadence on a large display screen. The Wattbike's new test features give Personal Trainers the ability to perform a range of scientifically accurate fitness assessments and receive instant analysis to provide clients with invaluable feedback. Wattbike, endorsed and used by British Cycling, will be showcasing both features on stand H480.

SECTION: HEALTH & FITNESS

WOODWAY TREADMILLS

Tel: +44 (0)121 472 0361
www.woodway.com

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SECTION: HEALTH & FITNESS

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JAYNE IRVING

Jayne Irving, owner of Big Shot Productions, talks to Kate Cracknell about Tabata, the high speed workout that promises results in just four minutes

What is Tabata?

Tabata is a clinically proven way to get fit in just four minutes. The Tabata™ Protocol consists of 20 seconds of intense exercise followed by 10 seconds of rest, repeated eight times. It's scientifically proven to be a highly effective way to increase both aerobic and anaerobic fitness.

The protocol is now being adapted into a group exercise format, and is ideal for small group training.

Where did the idea come from?

The system was developed by a Japanese scientist, professor Tabata, while he was working as an advisor for the Japanese Olympic speed skating team in the early 1990s. The head coach had developed a training technique that involved the athletes exercising in short bursts of high intensity; professor Tabata was asked to analyse the effectiveness of this training regime. He compared various HIT (high-intensity interval training) systems and found this technique to be the best at improving fitness levels.

What is the science behind it?

Research suggests that just one four-minute Tabata workout gets you fitter than an hour's moderate workout on an exercise bike.

Professor Tabata's original research involved two different trials. The first was conducted among moderately fit young students majoring in physical education and playing university sport. One group cycled at a moderate speed for an hour: 70 RPM and at 70 per cent of their VO2 max. Another group took part in the so-called Tabata Protocol: 20 seconds of high intensity exercise, then 10 seconds of rest, repeated eight times and lasting a total of four minutes. This group cycled at 170 per cent of their VO2



Tabata is well suited to small group classes

max. Both groups carried out their routines five times a week.

What were the results?

By the end of the six-week trial, fitness levels in the four-minute group had improved more markedly than in the hour-long group. Both groups saw an improvement in aerobic fitness: VO2 max in the four-minute group improved by 7ml.kg⁻¹ min⁻¹, compared to 5ml.kg⁻¹ min⁻¹ in the hour-long group. However, while the hour-long group saw no improvement in anaerobic fitness levels, this went up by 28 per cent in the four-minute group.

Professor Tabata then conducted a second experiment comparing the Tabata Protocol with another form of HIT that involved 30 seconds of even higher intensity – 200 per cent of VO2 max – with two minutes' rest in between. Again, the Tabata Protocol improved both aerobic and anaerobic fitness, whereas the other HIT system saw no significant improvement in either measure: subjects only reached 67 per cent of their anaerobic capacity.

What is the main appeal?

Tabata is fast, effective and credible, hence our key message: 'Four-minute fitness, scientifically proven.' In a time-pressured society, that's a great hook to get people interested.

No special equipment is required, although there are plans to use small hand weights at some stage.

Who is the target market?

The great benefit of Tabata is that people of completely different fitness levels can reap benefits from it. Team Tabata has developed a system of levels within the workout, with adaptations of exercises to suit beginners as well as advanced clients.

What are your top tips for gyms?

Training is crucial to ensure it's delivered correctly. Also quality control: trainers must stick to the moves that bring about the authentic Tabata result, otherwise it won't be any different from other circuit or HIT classes. ●

From *Health Club Management*, 7, 2013

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