EUROPEAN ARENAS ASSOCIATION

# VISION FOR THE FUTURE



EAA PROSPECTUS
April 2022

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# INTRODUCTION
# CONTEXT AND PURPOSE







A lot has changed since the inception of the **EAA**, which celebrated its 30th anniversary in 2021. Arenas of today operate in a vastly different environment to that of our predecessors in 1991.

To paraphrase Arthur Fogel, CEO of Global Touring for Live Nation – ***"In the 1990's, only 15 countries were toured regularly outside of the USA. Now, that number sits between 40 and 45 – The Universe has tripled".***

Since 1991 there has been an exponential growth of spectator sports and demand from franchises to play in modern facilities with large capacities. Also, by the nature of their space and flexibility, Arenas provide homes for a wide range of consumer entertainment that must constantly evolve to attract new audiences. Not only has the Universe tripled, but a plethora of global, national, and independent operators have emerged, dedicating themselves to realising the commercial potential of their assets.

Arenas of today must operate within frameworks of governance, compliance and statutory obligations that vary from city to city, region to region, country to country.

Arenas today, hold a unique and important place within society. Culturally and economically they have become the hub of a very important ecosystem.

Arenas are at the heart of the recovery from Covid-19, but that recovery will require that we meet the needs of the next generations. Ongoing digital development will clearly be at the heart of our future, but we must also embrace resilience and build the environmentally sustainable operating models that will be demanded by fans, regulators, and key stakeholders.

All of this begs the question - What is the purpose of the **European Arenas Association** against the backdrop of recovery from a pandemic that brought our industry to its knees?

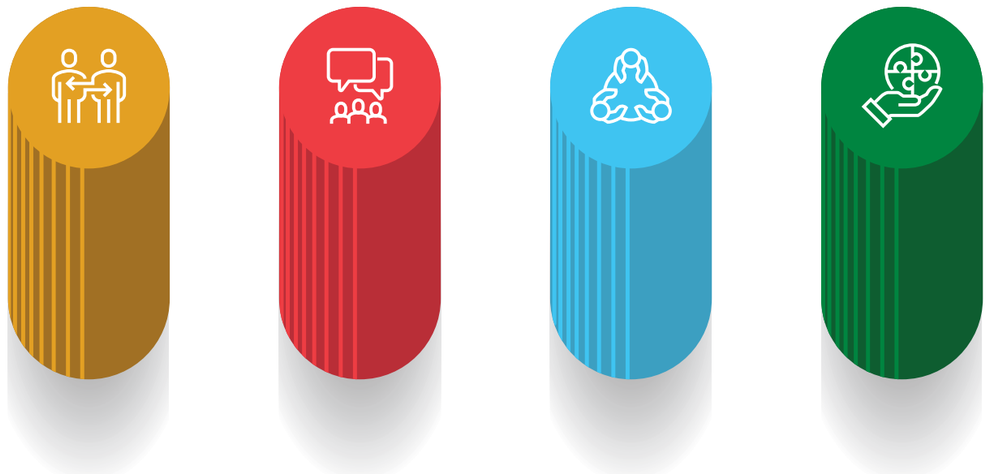
The current Board of the **EAA** has been considering this important question for many months now. This document sets out our vision for the future, with proposed solutions that address the challenges and opportunities of an uncertain world. At its heart, we believe that the **EAA** exists to represent the broadest interests of its members in order that they can grow healthy thriving business both in the world of today and tomorrow.

We believe that the **EAA** should establish itself as the leading authority on Arenas in Europe and become the 'go to' reference point on the worldwide stage. We will seek to be the organisation that media, sponsors, legislators, and regulators come to for insight and advice. The **EAA** must establish itself as an effective voice not just for our members, but the wider industry also – a voice that was missing when confronted by the challenges of Covid-19.

We are committed to building networks, industry alliances and engaging proactively with regional and national policy makers as well as the European establishments to ensure we have a strong voice as well as a seat at the tables of influence.

The **EAA** will aim to become a beacon of best practice and knowledge sharing in all areas of business, especially regarding supporting the cultural and environmental well-being of future generations, our customers, our employees, and wider society.

**WE BELIEVE THAT OUR PURPOSE SHOULD BE BUILT ON THE FOUNDATION OF THESE FOUR PILLARS:**



## AMBITIONS, AIMS AND OBJECTIVES:

# KNOWLEDGE EXCHANGE EDUCATION AND TRAINING



Networking has always been a vital part of the Association. In the past, exchange of information within the **EAA** happened through networking during General Meetings or direct contact with other member arenas. The creation of a network or framework where employees of the arenas can participate and learn, share best practice, and afterwards bring back new knowledge, experience, and ideas to implement in their organisation is vital.

Additionally, this is a great approach to establish the **EAA** as a leading voice within the large event sector, in turn strengthening applications for EU funding or local funding from state agencies.

### WHY DO WE NEED TO FACILITATE THE SHARING OF INFORMATION?

- **To provide member arenas' employees with expertise and knowledge specific to multifunctional venues and their operation.**
- **To create education programmes and modules that enable our members stay ahead of the everyday challenges we face.**
- **To lead the industry with established, tested practises that determine the health and safety of our employees and visitors.**
- **Focus on current topics like sustainability.**

### SUGGESTED AREAS OF KNOWLEDGE SHARING INCLUDE:

- **EVENT ARENAS:** Production issues, operations, venue equipment, what productions expect from the venues.
- **SPORT ARENAS:** Ice making and refrigeration, basketball arenas and **FIBA** regulations, tournament calendar making, deals with local home teams, international leagues/ federations.
- **TECHNICAL MAINTENANCE:** Infrastructure, digitization/smart buildings, **BMS**, **HVAC**, fire safety, venue regeneration, energy efficiency, waste management.
- **VIDEO ENTERTAINMENT SYSTEMS:** Video cube, LED fascia boards, its usage, and possibilities.
- **VIP HOSPITALITY AND CLIENT SERVICES TRAINING**: Management of sky boxes and premium seats.
- **CATERING**: Trends and operations.
- **VENUE INCIDENT MANAGEMENT PLANNING:** crowd management, security training, terrorism and cyber security.
- **RIGGING.**
- **EU FUNDING** for infrastructure.
- **SALES AND MARKETING.**
- **TEAM BUILDING AND ROLE CHANGING.**
- **BENCHMARK AND BUSINESS EXCHANGE PROGRAMS** relating to conference and corporate business.

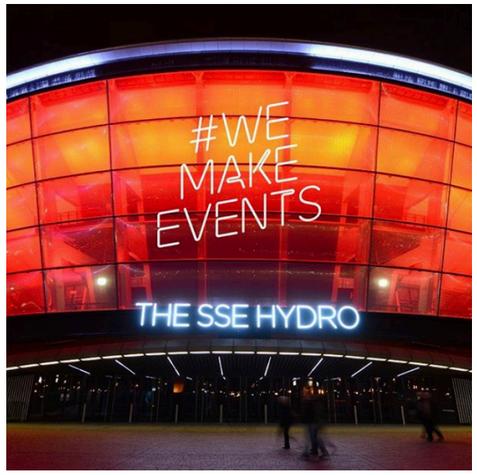
### WHEN AND HOW SHOULD WE FACILITATE THE EXCHANGE OF INFORMATION?

- In conjunction with the **General Meetings**, separately by topics or module or Regionally (focused on shared challenges).
- This can be done through the creation of our own **EAA** education programme, teaming up with an established provider to help develop it and working with other organisations that already offer similar programmes
- This would require that we research areas/topics which are of interest to members, identify providers and speakers, ask members if they would like to share experience, connections and "host" a training session and use experience and training from other well-established industries like hospitality and aviation.

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## AMBITIONS, AIMS AND OBJECTIVES:

# ADVOCACY AND LOBBYING









Over the last 30 years, the number of Arenas built throughout the EU member states has increased exponentially and we have found ourselves at the heart of the cultural fabric of Europe, bringing massive societal and economic gains for the EU. That position should be a very powerful one, but by design we operate as individual entities or small amalgamated groups, liaising and complying with our local authorities and national legislatures. These national bodies however are subservient to the higher entity of the European Commission.

We have only recently paused to think what benefits our collective voice could achieve if we actively pursued a relationship with the EU infrastructure.

The **ARENA RESILIENCE ALLIANCE** (**ARA**) our special purpose vehicle established in response to the Covid-19 crisis, showed us the possibility of what can be achieved in terms of advocacy and lobbying. By engaging with a wider industry network, applying energy, agility and direct action **ARA** established strong links and met with MEP's, European Commissioners and joined forces with other established EU advocacy groups.

Following two highly successful webinars, **ARA** was invited to speak at several European Commission events and most strikingly ensured an amendment was tabled and passed that ensured Arenas were formally recognised in a significant European Parliament resolution.

The **EAA**, through **ARA**, is now considered to be a key advisory partner for the European governing bodies but this could only be achieved through stepping outside of our existing membership base to create an effective coalition of support that the European structures would recognise.

As the **EAA** redefines its purpose going forward, all the work done by **ARA** has now been absorbed into the association's advocacy and lobbying activity which makes up one of the four key pillars of the new strategy.

### WHAT SHOULD OUR AMBITION BE?

- **PROVIDE A STRONG VOICE**:
  As well as talking directly to decision makers from a position of experience and integrity, we can also help them disseminate their messages to EU citizens. We can speak directly and frequently to millions of EU citizens every year across all demographic and socio-economic groups. Our affiliation with sporting heroes and entertainment icons gives us a communication platform most businesses can only dream of.

- **BE PROACTIVE**:
  EU policy and legislation are ever-evolving and directly affects all areas of our business as well as the wider ecosystem. EU policy makers do not wish to legislate without industry input, they want to engage, listen, and understand, to ensure effective decision making. If we do not have a seat at the table, we cannot engage with these policy makers.

- **BUILD ALLIANCES:**
  With other associations and federations within our ecosystem to further strengthen not only our position but also the wider industry as a whole.

- **BE PROGRESSIVE**:
  As an example, the EU is committed to pursuing digital and environmental agendas for the benefit of all its citizens. These ambitions are very familiar to us as an industry. Are we happy to sit back and see what picture our policy makers paint for us or do we want to help paint the picture?

- **CREATING VALUE:**
  Through initiatives like **Europact**, we can engage with EU bodies and create value to help them meet their goals and position our association and members as active members with a continuous dialogue. The same is true for the new **European Bauhaus** initiative. Participating and forward-thinking, opens participation in calls aimed at co-funding programmes, that will contribute to the association and its members' position. Create an official network of Ambassadors represented by one member in each country under the coordination of the Board to leverage the awareness and recognition of **EAA** at an Institutional level.

**The European & UK touring markets are inextricably linked, yet, the unnecessary impacts on our industry that have arisen are indicative of a lack of informed understanding on behalf of negotiating teams.**

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## AMBITIONS, AIMS AND OBJECTIVES:
# NETWORKING

*"Healthy networks measure their impact, by establishing the links between decentralized network action and outcomes."*
**The Packard Foundation.**

Over the last 30 years, the members of the **EUROPEAN ARENAS ASSOCIATION** have mutually benefitted from the connection with other arenas in the organisation. The opportunities for networking have created a platform for executives of member arenas to discuss common challenges, learn from one another, and build long lasting friendships. This informal exchange of information has been a key foundation upon which the **EAA** has developed.

### WHAT SHOULD OUR AMBITION BE?

We believe that the construction of informal networks and exchange of information between arenas should be actively encouraged by the **EAA** and enhanced through:

- **CONNECTIVITY:**
  Network strategy is grounded at a fundamental level in creating connectivity, by building links and trust between members of the **EAA**. This can be done by convening people; sharing anecdotal evidence, data and information in other forms; co-creating knowledge; learning together. An aspect of this form of connectivity is its ability to generate 'outside the box' thinking and bolstering efforts in the shared domain, where the focus lies. What also may ensue is self-organized action between those who are meeting one another for the first time or getting to know one another better.

- **STRATEGIC ALIGNMENT:**
  Networks may be encouraged to create shared value proposition to incorporate; values, charter, statement around (systemic) commitment and/or context. This can provide additional value to individual members' self-organized efforts, as they are more prone to head in the same general direction or with deeper shared understanding of context.

- **ACTION:**
  And then there are those instances when a network is called to some form of collective action, such as advocacy, a communications campaign, fundraising, or some other joint venture. This can happen even as smaller self-organised action continues at the so-called periphery of the network, and really most collective action should be about creating the conditions for those self-organized efforts (which is what is meant by "making the periphery the norm" in network building language).



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## AMBITIONS, AIMS AND OBJECTIVES:
# CONTENT DEVELOPMENT

Operating a multipurpose venue with sports, music, business events is a dream, but it also has ever changing challenges. There are different needs and desires to balance as well as keeping up with a rapid digital evolution. The way customers consume an experience has changed dramatically and will continue to evolve even faster in the future.

### OUR JOINT AMBITION
### FULLY BOOKED CALENDARS, FILLED SEATS, HEALTHY BUSINESS!

As a network, the **EAA** facilitates co-operation, sharing knowledge and best practices to help develop content in different forms.

- **DEVELOP EXISTING CONTENT:**
  By sharing best practice, inviting producers and promoters to meet with and present to the group. There is also an opportunity to create smaller working groups, with shared interests to elaborate on initiatives to extend the experience, for example arenas that host European leagues in different sports. What can we learn from each other? Can we develop add on products or extra values? Shared technical and business smartness?

- **DEVELOP NEW CONTENT AND NEW TALENTS:**
  By working together and creating various partnerships we can attract more content to Europe and to our arenas. We can identify new business segments and partners for our network.

- **CREATING A GLOBAL HUB:**
  Of benchmark and business exchange to raise or develop conference and corporate business in Arenas.

- **DEVELOP SPACE AND TIME BETWEEN EVENTS:**
  Event days but also between events. How can our arenas be part of the city's daily life? Can we work more closely with our local destinations and cities to find new revenue streams?

# MEMBERSHIP AND PEOPLE

The heart of the **EAA** is its members. At present there are thirty-six members organised across five regions (see Addendum). The members are represented by the **EAA Executive team** – currently constituted of the **President** and five **Board members, Executive Officer** and **General Manager.** The role of the **Board** is to provide leadership to the association and to deliver value over the long term for the membership. The Board has overall responsibility for the management and oversight of the association and its activities, providing entrepreneurial leadership within an agreed control framework and mandate.

The roles and responsibilities of each member of the executive team is set out here.




## PRESIDENT OF THE BOARD

The Presidents role is to oversee and guide the direction of the **Board** and the **Association.**

- Managing strategy; developing agendas, upcoming initiatives, to include **Special Interest Trips**.
- Providing guidance and direction for the **Board** & **General Manager**.
- Official representative of the **EAA**
- Chairing the **General** and **Board meetings**.
- Overseeing budget and invoice approval.

## BOARD MEMBER

Under the direction of the **President** and in conjunction with the other **Board Members** each member is voted in to represent their region. **Board members** will take on their own projects for feedback to the **Board** and **President**. Other duties of the **Board** include:

- Direction, planning and strategy for the Association.
- Point of contact for members within region.
- Managing sub-committee or **Board** projects.
- New member application consideration.
- Budget forecast and management.
- Sign off on invoices and expenses.

## EXECUTIVE OFFICER

Under the direction of the **President** and **Board** the **Executive Officer** is responsible for implementation and management of the four-pillar strategy:

- Development and delivery of **EAA** strategy across each of the four-pillars.
- Managing project collaboration with the board and participating members across **EAA** geographic areas.
- Reporting responsibility on strategic implementation and content-related activities across the four-pillars.
- Coordination of **President**'s Office and **Board** Communications.
- Communications strategy and development: industry positioning, key message planning, speaking opportunities, conferences.
- Traditional and Social Media campaign development and management.
- Managing new membership outreach.
- The **Executive Officer** does not have any voting rights.

## GENERAL MANAGER

Under the direction of the **President** and **Board** the **General Manager** is responsible for the administrative management of the Association:

- Managing the diary and arranging all aspects of Board Meetings, General Meetings and Special Interest Trips.
- Managing member communications and services.
- Managing the association membership and contact lists.
- Minutes and record keeping including voting, data collection activities, the **EAA** Research Report.
- Artwork, advertising and brand management.
- First point of contact for sponsors, sales, new members.
- The **General Manager** does not have any voting rights.

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# FUNDING

Funding of the organizations operating costs is to be covered from different income streams, and in particular the following:

- **MEMBERSHIP FEES**
- **SPONSORSHIP**
- **PUBLIC FUNDING**

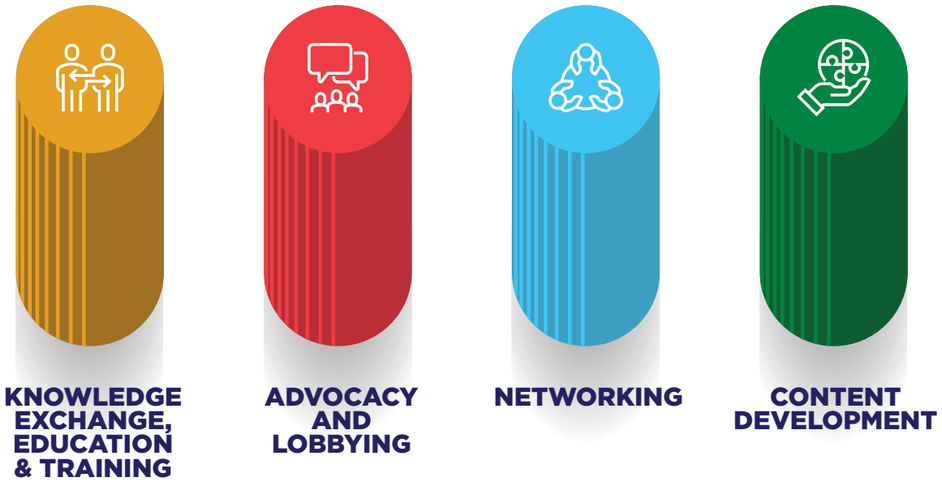
The membership fee is due for payment annually upon receipt of an invoice. If a member does not pay their membership fee, they shall not be eligible to vote at the annual general meeting, obtain any organisational benefit or participate in discussions at the general meeting, even though they may be accepted to attend the meeting.

The **EAA** can contract any sponsorship agreements that would be compliant with the association's **Articles of Association**. Sponsorship agreements may be focused on specific events and themes, for example, contributing to costs of the annual general meetings or events produced or hosted by the association. The association might also enter sponsorship agreements on an organisational level, subject to compliance with its articles of association.

The **EAA** shall also apply for Public Funding at national and European level, participate in calls and identify and apply for resources that can benefit its organization and its members.

Funds of the **EAA** shall be used to cover costs for administration and management costs of the association as well as costs related to activities and projects lead by the association in accordance with its purpose and that would be beneficial to its members

Funds should also contribute to the costs related to achieving the four pillars of its purpose:




To achieve its goals, the association may hire staff, freelancers, and suppliers its board may find necessary.



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# PROCESSES AND STRUCTURE

Association governance is key for the developmental and operational oversight function that exists to identify and achieve the organisational mission, goals, and strategic outcomes.

After 30 years of evolution the board feels **EAA** needs to align its purpose and future strategy to the new challenges our societies will face in the forthcoming decade. The Covid-19 crisis has stressed this need and themes such as Lobbying, Training and Education, Sustainability, Representativity, Digital Transformation, among others are essential points to develop and achieve our goals and add value to our members.

An effective governing structure to carry out new development and ongoing oversight is critical to strategic and programmatic success.

The **EAA** Board propose that this structure should be reflected as follows:

## BOARD MEETINGS

The **EAA** Board will meet at least four times a year physically or digitally to manage ongoing Association activity. At least two of these meetings will take place as part of the **General Meeting** schedule.

## GENERAL MEETINGS

Two **General Meetings** to be held annually in Spring and Autumn, meetings to be held in person where possible. Host venues to rotate through the members and regions. Ideally the board should promote sectorial meetings such as Marketing and Sales, Operations and other topics to promote networking and engagement at all levels of our organisations.

Member venues can send two delegates per **General Meeting**. Further delegates can be added if space allows subject to the terms of the **Articles of Association.**

### CONTENT OF GENERAL MEETINGS

- **To review and agree budgets.**
- **Voting for Board Member, President.**
- **Admission of new members.**
- **Updates from working groups and sub-groups.**
- **Presentations from selected and relevant key suppliers, sponsors,or speakers of local or industry relevance.**
- **Communicating aims and objectives reached and scheduled for the future.**
- **Updates for members on changes in legislation or current hot topics.**
- **Networking opportunities in the evenings.**

## ADDITIONAL GENERAL MEETINGS

Periodically additional **General Meetings** may need to be convened for the purpose of voting or governance changes outside the normal meeting framework.

# PROCESSES AND STRUCTURE *Continued*




EAA members on West Coast Trip to Los Angeles and Las Vegas in 2019.

## SPECIAL INTEREST MEETINGS & TRIPS

Subject to consultation with the **Board** and the membership, **Special Interest Trips** may be planned. Previous examples being East Coast Trip to New York City in June 2016; West Coast Trip to Los Angeles and Las Vegas in 2019.

The purpose of the **Special Interest Trips** is to showcase other venues outside of the European territory where such venues are of specific relevance to the attendees. The itinerary and content of these trips to be curated and agreed by the **President** and the **Board** and planned by the **General Manager**.

## BUDGET & EXPENDITURE SIGN OFF

Budgets reviewed annually by the **Board** and **President**. Forecasted figures to be provided upon agreement by the **Board**.

## ORGANISATION

We want to prepare **EAA** for new challenges, to be a solid framework to support our members and our Industry. We have the ambition of turning the Association into a reference all over Europe through increasing membership.

To achieve that goal, we need to create the right environment and conditions, not only for the board but also for our executive management team.

Therefore, we propose implementing the following measures in addition to ones which will allow us to significantly improve agility, accountability, traceability, and compliance:

- **Increase membership** through accepting all eligible candidates without territorial restrictions.
- **Create a central data repository** to ensure full control of all documents across time and between different boards.
- **Improve the Electoral process**.
- **Election of the President and the Board at the same time and for the same term of office**.
- **Create a position of Vice President** within the board to ensure first tier representation and support.
- **Maintain the Geographical representation**.
- **Maintain the limitation of possible terms of office, for each of the board members.**
- **Evaluate the possibility to adapt staff organisation**, allowing administrative support to the board members according to the evolution of new memberships.
- **Create a global network** with one member at least one member per country to create local lobbying capacity with local authorities and increase global awareness for the **EAA**. Each member should link with the board member responsible for their region, to follow and accomplish the **EAA** strategy.

All new measures and additions in our opinion are crucial in achieving the goals of the Association set in this document and beneficial to all **Members**.

# ADDENDUM

## EAST REGION

Board Representative: **Girts Krastins**

**Arena Riga**
Riga, Lativia.

**Arena Gliwice**
Gliwice, Poland

**Avia Solutions Group Arena**
Vilnius, Lithuania.

**O2 Arena**
Prague, Czech Republic.

**Saku Arena**
Tallinn, Estonia.

**Tauron Arena**
Krakow, Poland.

**Zalgirio Arena**
Kaunas, Lithuania.

## NORTH REGION

Board Representative: **Lotta Nibell**

**Helsinki Hartwall Areena**
Helsinki, Finland.

**Malmö Arena**
Malmo, Sweden.

**Scandinavium**
Gothenburg, Sweden.

**Stockholm Live**
Stockholm, Sweden.

**Telenor Arena**
Oslo, Norway.

## SOUTH REGION

Board Representative: **Jorge Silva**

**Altice Arena**
Lisbon, Portugal.

**Budapest Arena**
Budapest, Hungary.

**Hallenstadion**
Zurich, Switzerland.

**Mediolanum Forum**
Milan, Italy.

**Navarra Arena**
Pamplona, Spain

**Palacio Vistalegre**
Madrid, Spain.

**Palau Sant Jordi**
Barcelona, Spain.

**Pallazzo Dello Sport**
Rome, Italy.

**St Jakobshalle**
Basel, Switzerland.

## CENTRAL REGION

Board Representative: **Olivier Toth**

**Accor Arena**
Paris, France.

**Ahoy**
Rotterdam,
The Netherlands.

**Barclaycard Arena**
Hamburg, Germany.

**Brussels Forest National**
Brussels, Belgium.

**Hall Duo**
Stuttgart, Germany.

**Mercedes Benz Arena**
Berlin, Germany.

**Olympia Park**
Munich, Germany.

**Rockhal**
Esch-sur-Alzette,
Luxembourg.

**Wiener Stadthalle**
Vienna, Austria.

## WEST REGION

Board Representative: **Adrian Doyle**

**AO Arena**
Manchester, UK.

**Resorts World Arena**
Birmingham, UK.

**SSE Arena**
Belfast, UK.

**SSE Arena Wembley**
London, UK.

**SSE Hydro**
Glasgow, UK.

**The O2**
London, UK.



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