

## Chapter 26

### Planning and managing the stadium experience

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#### TOPICS

From windy terraces to universal design: Stadium developments • Sportsclapes • Accessibility  
case study: Tottenham Football Club's Access Team

#### OBJECTIVES

*At the end of this chapter you should be able to:*

- Understand external and internal drivers for stadium developments;
- Review the importance of managing the customer experience within the stadium;
- Discuss how managing design and operations can influence the customer's experience within the facility.

#### KEY TERMS

**Accessibility** – the combination of stadium design and space management procedures to ensure that all customers have equal access to any area of a facility.

**Aesthetics** – the ability of the built environment to invoke pleasurable and positive customer reactions.

**Customer experience management** – a term coined by Schmitt (1999) to conceptualise the management actions to plan, organise, lead and control customer experiences within the service environment.

**Servicescape** – a term coined by Bitner (1992) to refer to the built environment for service-based firms. Wakefield and others applied the theory to spectator sports and other leisure environments to create the sportscape.

**Space management** – the skill of maximising the value of existing space and minimising the need for new space (Langston and Lauge-Kristensen, 2002).

**Universal Design** – a series of design principles ensuring that every product or environment is as user-friendly as possible, for all, without need for adaptation.

## **OVERVIEW**

This chapter will provide an overview of how the planning and management of the stadium can impact on the customer experience. The task of ensuring that the customer's experience within the 'sportscape' (Wakefield, Blodgett and Sloan, 1996) is memorable is one strategy for increasing stadium attendance and customer satisfaction. In the business of stadium management, many experiential aspects are influenced by aesthetics, space and accessibility within the built environment. The increasing professionalisation of sport has seen stadium developments begin to reflect the requirements of the sport business. Contemporary stadia are more than just sporting facilities and their services; sporting and non-sporting organisations now have to cater for more than one type of customer. These stadia can also assist in the acquisition of major events to cities and regions. For instance, the staging of the Olympic Games has led to many host cities building or redeveloping their stadium in

order to meet event requirements. These requirements are one of a number of factors that have led to a proliferation of stadium development in many countries. This chapter will examine strategic management considerations for providing optimal customer experiences to ensure long-term benefit to the sport business. First, this chapter will review the key drivers of stadium developments. Designing stadia to be accessible, spacious and aesthetically pleasing is important in order to provide the setting for enhanced customer experiences (Bitner, 1992; Bodet, 2009; Chanavat and Bodet, 2014). These designs provide the link to allow operations to support the creation of memorable experiences and will be the focus of the second part of the chapter. The final part of this chapter will focus on how Tottenham Hotspur Football Club employ a Dedicated Access Team to offer exceptional match-day experiences for their purple members (supporters with disabilities). This case forms a practical example of the issues discussed.

## **A PLATFORM FOR MATCH-DAY EXPERIENCES: STADIUM DEVELOPMENTS**

New stadium developments are significant projects and should not be undertaken without due consideration. Langston and Lauge-Kristensen (2002) state that facilities such as stadia should support business goals and objectives and that a strategic approach to development is therefore required. They suggest this process (the strategic facility plan) should follow a series of steps that cover short-range (2–3 years) and long-range (3–10 years) periods. These steps focus on the following areas:

- Forecasting the need for organisational facilities.
- Comparing this forecast with current facility provision.

Only once this process is complete can management take the next step:

- If a gap exists in the first two criteria, a range of facility options are considered.

Part of the forecasting process is an understanding of trends impacting upon facility provision within the industry. Sheard (2001) highlighted the Industrial Revolution as the starting point for the development of the modern stadium, now conceptualising five generations of stadia (see Table 26.1). Among the myriad of drivers for stadium redevelopment, three forces have consistently provided the catalysts for these generational shifts: technology, competition and customer needs.

### **Technology, competition and customer needs**

The materials required to design, construct and provide services at facilities have been advanced by technology allowing for greater flexibility in design. Additionally, as the range of stakeholders that support sport has increased from owners and fans to include broadcasters, corporate partners and increasingly lucrative fan segments, so too have the demands put on stadia to meet expectations; the possibility of a stadium not having a wireless network is almost unthinkable in some Western nations. Historically, many facilities were located in urban, inner-city areas (Paramio, Buraimo and Campos, 2008; Sheard, 2001). However, post-World War Two the availability of land in out-of-town areas and automobiles providing greater consumer mobility permitted stadium development in suburban areas. In Britain, association football facilities dominate the stadium market. Traditionally these stadia have been owned by the sporting clubs themselves. Many of these facilities were developed in piecemeal stages, with one spectator stand being built at a time and new stands being added over a period of years. Arguably these stadia developed differently to the generation-based model. With their

bookings provided by the club's matches, infrastructure developments were geared around club priorities and not customer needs. In the latter part of the twentieth century, a combination of poor licensing systems, fan behaviour and poor investment created dilapidated and dangerous stadia (Deloitte, 2016; Paramio *et al.*, 2008; University of Leicester, 2002).

Stadium developments increased in the 1990s with projects being undertaken across Europe and beyond. In the aftermath of the Hillsborough tragedy, stadia in Britain developed dramatically. In North America similar development was driven by regional and municipal public bodies competing against each other for the right to host professional sporting teams. This created a system of 'franchise free agency' (Beauchamp *et al.*, 2009, p.276). By offering new facilities to professional sport teams, it was hoped that team relocation would lead to other important economic benefits for the region. In Australia, the economics of running professional sport leagues in a small market led to facility rationalisation strategies in the Australian Football League (Schwarz, Westerbeek, Liu, Emery, and Turner, 2016). This led to the move from traditional suburban stadia to more modern and centrally located facilities offering higher quality standards and greater accessibility.

All of the above developments coincided with the growing international trend of marketing cities as destinations (Hankinson, 2001). The significant regeneration of Barcelona along with the success of the 1992 Summer Olympic Games led to a repositioning of the city's image (Gratton, Shibli and Coleman, 2005; Paramio-Salcines, 2013). The transformation from former industrial port to a key European tourist city provided an example for others to follow. The regeneration benefits and international profile gained from bidding for and securing international sporting (Winter and Summer Olympics, FIFA World Cup) and cultural events (World Expo, European Cities of Culture) led also to an increase in competition for the right to host these events. In the post-industrial era of the new millennium, the quest for major events allowed regions to position themselves as event destinations. This competition has also has

been driven by the growth of emerging economies, particularly those with access to vast natural resources, such as Abu Dhabi and their Yas Marina race circuit, as well as the National Stadium in Baku, amongst many others.

The fourth generation of stadia required design and operational aspects to be considered in the planning phase in order to increase the potential for managers to attract these events. Once construction started on these facilities, it was difficult, time consuming and expensive to adjust plans and devise add-ons once complete. Technology enhanced this generation of stadia allowing for retractable roofs, changeable seating and the provision of food and beverages to satisfy any sports fan. However, technology and social-cultural forces have continued to develop. With the arrival of Web 2.0 in the ‘mid-noughties’ social platforms have allowed us to connect with each other and with myriad organisations. This technology places increasing demands on facilities to have services that can enable and enhance these connections. Social-cultural shifts have also made us aware of the principles of Universal Design (UD). This concept of was developed by The Center for Universal Design at North Carolina State University in the U.S.A. and strives to ensure that every product or environment that we encounter should be as user-friendly as possible, for the most number and greatest diversity of people, without need for adaption. UD has seven principles; equitable use, flexibility in use, simple and intuitive use, perceptible information, tolerance for error (the design minimizes risk), low physical effort, and size and space for approach and use (an understanding that we come in all shapes, sizes and abilities). These principles must influence the planning phase of facility development.

The planning phase needed to ensure that facilities were well equipped, not just for sport but also to attract non-match day events and bookings. This year-round business model is a common feature of stadium design and provides a more diversified base for generating revenue (Paramio *et al.*, 2008; Schwarz *et al.*, 2016). However, a commercial business model of this

type relies on more than just good physical design and accessibility. It also relies on effective managers to plan, implement and evaluate operational procedures that create high levels of service quality.

The operational management of the 'servicescape' is important for meeting customer expectations. The term servicescape was coined by Bitner (1992) and refers to the physical or built environment of a service-based organisation, such as a sports stadium. Bitner stated that, 'through careful and creative management of the servicescape, firms may be able to contribute to the achievement of both external marketing goals and internal organizational goals' (p.67). This concept was developed by the work of Wakefield and Blodgett (2016) and has been tested in many settings around the globe. Their research focuses on the Stimulus-Organism-Response models of behaviour that see how certain physical elements impact on customer responses. Key physical characteristics of facilities have been found to be important to customers. In addition to wanting the right outcome, these aspects include layout, aesthetics, seating, electronic signage, displays and cleanliness. Shilbury, Westerbeek, Quick, Funk and Karg (2014) suggested that if these types of considerations are managed effectively this could lead to increased customer satisfaction, encourage the fan to stay longer and increase the likelihood that they will return. Service quality is a significant body of research in facility management. One burgeoning aspect of service quality is the concept of the customer experience and how it can be effectively managed within the sportscape (Bodet, 2009; Chanavat and Bodet, 2014).

Customer experience is a concept of focusing on the individual's experience in the consumption process (Holbrook and Hirschman, 1982; Palmer, 2010). The management of the customer experience is a growing area of practice and study and many sport organisations are beginning to see the importance of this process (Bodet, 2009; Chanavat and Bodet, 2014). Schmitt (1999, p.26) provided the first definition for the concept: customer experience management is 'the process of strategically managing a customer's entire experience with a

product or a company'. This philosophy seeks to investigate and exploit the relationship between the customer and his/her 'experience' with the product or service; this approach can lead to long-term relationships and increased customer loyalty. The goal is to create experiences that appeal to both the rational and emotional, hedonistic sides of the customer (Thompson and Kolsky, 2004) and involve all the senses (Holbrook and Hirschman, 1982; Schmitt, 1999). Bodet (2009) examined French rugby club Stade Français Paris and their use of experiential marketing to create special customer experiences. The staging of spectacle at each home game played at the Stade Français (90,000 capacity) created consistent crowds over 70,000 (Bodet, 2009). The premise of managing the customer experience is that, every time a company and a customer interact, the *customer* learns something about the *company*. Depending upon what is learned from each experience, customers may alter their behaviour in ways that affect their individual profitability. Thus, by managing these experiences, companies can orchestrate more profitable relationships (Thompson and Kolsky, 2004).

## **LINKING DESIGN AND OPERATIONS FOR MEMORABLE EXPERIENCES**

It is important for stadium managers and club marketers to know why their customers/fans attend. Given the diversity of motives that this could include Chanavat and Bodet (2014) suggest customer experiences is difficult until the various motives are understood. When considering UD we assume that our environment will be accessed by a diverse population, hence this task is easier said than done. Once we attempt to understand these consumer profiles the management of space can assist experience creation (Langston and Lauge-Kristensen, 2002). Space management attempts to provide an equitable use of space based on user needs. The multitude of customers that attend sporting events each requires different levels of space within the stadium. In some instances, stadia have been built to meet public/community

requirements, particularly those built with public funds, and hence managers must be aware of these needs and plan accordingly. In order to reduce this difficulty considering the needs of match day and non-match day customers can provide a useful starting point.

## **Match day**

For both the purposes of this chapter and for simplicity, match-day attendees are divided into two cohorts: those seated in premium sections and those who attend in general admission. Many sporting organisations break these into different membership categories and allow those paying higher fees access to a wider range of facilities (see Table 26.2 for an example of this at Wembley Stadium in London, England). To entice these high-paying customers, contemporary stadia have included features such as a dedicated entry, a range of premium food and beverage options, including bars and restaurants with ‘silver-service’ dining, premium seating areas with added space and comfort, and in certain cases reserved car parking spaces. These features are designed to make attending the sporting event more convenient for the customer while offering a more memorable experience.

For general admission customers, contemporary stadia are designed to enhance the sporting event experience. Food and beverage concession stands are designed to be efficient. Designing beverage dispensers that can pour a vast number of drinks during breaks in the match allow the staff to keep up with these periods of intense demand. The use of touchless transactions to facilitate retail purchases facilitated through high match-day demand. Areas for those with general admission are designed with broad concourses and accessible features to allow for the smooth flow of customers around the venue. It has long been established that narrow walkways and busy concourses led customers to experience crowding, which in turn reduced the pleasure

they experienced, and that being crowded would reduce their desire to return to the facility in the future (Wakefield *et al.*, 1996).

### **Non-match day**

Match-days each season may be limited, as such the business model of sporting stadia relies on flexible design, which includes the ability of the stadium to offer multi-purpose areas such as event spaces for business-to-business customers. During matches these can be used as dining areas, whilst on non-match day they can double up as conference and banqueting venues for a range of business customers. The Great Hall at Stamford Bridge, the home of Chelsea Football Club, is one such conference venue that can hold dinners for up to 800 guests or allows for conferences of up to 1,000 attendees. When it is not being used for this purpose it is part of the general concourse of the stadium. The use of hospitality suites that form executive boxes on match days can double up as meeting and seminar venues, some of these boxes even double up as hotel rooms. The use of non-match day facilities for business-to-consumer markets is also possible. Paramio *et al.* (2008) highlighted that FC Barcelona's Camp Nou museum and stadium tours, which were officially set up in 1984, were not only the sport-industry leader but one of the city's top tourist attractions. As such, in the period 1984-2008, as the FC Barcelona Centre of Documentation confirms, FC Barcelona's Camp Nou museum and stadium tours has been visited by nearly 18 million people, and in 2014 alone the museum received over 1,5 million visitors (Paramio-Salcines, 2013). In addition, the design of retail spaces can act as non-match day attractions to the facility. The revenue that can be generated from these additional services can also assist in providing the sport business with maximum use of this asset.

Another important element that impacts on both match day and non-match day customers' experiences is an intangible aspect of service provision, aesthetics. Aesthetics creates an ambience within the built environment which is hopefully pleasing to the customer and reflects a certain quality. In sport and leisure settings, high-quality aesthetics had a positive impact on perceived quality (Ryu and Jang, 2007; Wakefield and Blodgett, 2016) and customer pleasure with these services (Wakefield *et al.*, 1996). Contemporary facility design makes the most of building materials such as steel and glass to ensure maximum use of available light. The Cowboys Stadium in Dallas (site of the XLV Super Bowl) uses mezzanine levels and large windows at the north-east and south-west ends of the venue to provide maximum natural lighting. In addition to this, the facility has a 'world-class collection of contemporary art' that aims to ensure that the facility offers more than just football and an 'experience more thrilling' than previously seen (Cheek, Daniels and Pagel, 2009, p.4).

The operational aspects of stadium management include a broad range of considerations. Many of the operational aspects are covered by Schwarz *et al.* (2016); however, given the broad remit of this textbook, the reader should be able to envisage how the human resource, financial, legal and event management principles covered in other chapters contribute to operations. Nevertheless, the goal of an operational procedure is to ensure that what has been constructed both positively influences the customer experience and provides equitable access for all. In the Wakefield *et al.* (1996) study aesthetics was associated with 'first impression' management. While it is unlikely that all sporting organisations may have the funds available to redevelop their facilities, aesthetic qualities can however be reinforced through maintenance operations. They suggested that painting and decorating the facility can achieve aesthetic benefits which could in turn have a positive impact on the customer experience. Restoring the aesthetics of the cricket ground once the concert has been held would not require redevelopment, but would involve a number of ground staff operations.

## **Equitable Access for All**

Stadium accessibility is influenced by legislation to ensure the equitable access for spectators with disabilities. Many countries have legislation and industry standards to ensure that individuals with disabilities are considered when designing new facilities. In England the current relevant legislation is the Equality Act 2010 (which replaced the Disability Discrimination Act 2005), which ensure that equitable access is provided. In Switzerland industry standards ensure that legislation is met through the National Standard SIA 500:2009 (barrier-free buildings). In practice this means that when FC Luzern updated the Swissporarena their disabled fans found barriers removed and an Access Team waiting to assist. Unfortunately, not all of Europe and other parts of the world have legislation that drives this, and even if legislation is in place at times some stadium do not conform to it (Paramio-Salcines and Kitchin, 2013). For those that do adhere to legislation and industry standards, the facility design team have options. They can consult with specialists on accessibility issues or they can consult with advocacy groups for individuals with disabilities and involve them in the planning phases, such as the case at Arsenal Football Club when the Emirates Stadium was planned (Walters and Kitchin, 2009).

### **CASE STUDY 26.1:**

The Centre for Access to Football in Europe is an associate partner of the Union of European Football Associations (UEFA) and advocates accessibility on behalf of Europe's disabled football fans. CAFE's aims are to

- To promote equal access to all European football stadia and their clubs;
- To act as accessible stadia advisors and to recognise and share good practice wherever it exists (facilities and services);

- To increase disability and access awareness using the special influence of football;
- To establish a European network of local and national disabled football supporters' groups as user-led self-advocates at a local level.
- To enable more disabled people to follow and get involved in football at all levels of the game (CAFE, 2017)

CAFE works in partnership with UEFA, its 54 National Associations, Disability Supporters' Associations and clubs from across the UEFA region, from Iceland to Israel and from Killarney to Kazakhstan. Access Appraisals are used to benchmark the provision of accessible stadia to ensure the diversity of disabled people are well catered for. The range of impairments and disabilities are broad; however, they can be grouped under physical, sensory (hearing and vision), learning disabilities and hidden disabilities (such as autism, colour blindness and mental health issues). Although these groups contain many individual variations and combinations, managers, through the Access Appraisal can use these broad categories as a starting point for considering accessibility issues.

UEFA has also assisted in moving accessibility up the agenda at its licensed clubs. From 2015, then implementation of Article 35bis – ensured that all licensed clubs must nominate, or appoint a Disability Access Officer (DAO) whose primary responsibility is to support the provision of accessible and inclusive experiences. Early research carried out by CAFE suggests that 576 top division clubs and 23 National Associations appointed a DAO and the majority of these report directly to club management (UEFA, 2016).

Increasing accessibility within the stadium also assists other areas of operations. Emergency services, catering, maintenance and security all benefit from facilities that are constructed whole. To highlight this, historical stadia that have multiple stands may have premium seating away from the catering areas. When food is prepared for those in the premium

seats, it needs to be fresh: food and drinks that should be hot or food and drinks that should be cold. Having premium seats too far from catering areas can lead to service issues, and considering the value of premium seating these customers may not accept anything less than excellent service. Therefore, accessibility needs to consider the full range of operational management functions. The important point for aspiring managers is that by ensuring accessibility adheres to industry standards and best practice principles they can simultaneously enhance the experience for all of their customers.

**CASE STUDY 26.2: The dedicated Access Team at Tottenham Hotspur Football Club:**

**Managing Excellent Experiences.**

For a number of years, the Tottenham Hotspur Foundation has been reaching out to various communities in and around the Club's North London home at White Hart Lane. Engaging with the disability community has allowed them to develop a bespoke disability awareness and stewarding training programme through partnerships with disabled people's charities like Scope, Mencap, Multiple Sclerosis Society, amongst others. Head of Supporter Services, Jonathan Waite states that "we have always been very conscious given the age and infrastructure of our stadium" to ensure that the knowledge and expertise of these partners shapes the match-day experience offered by the Club. Guiding the Club's actions is their Access Statement (details in further reading). This document outlines how the Club attempts to provide enhanced access to their stadium. The document is the go-to guide for assisting spectators with disabilities access the venue and contact support.

The first step in ensuring that exceptional experiences were provided was to put a management structure in place. The Access Team exists within the area of Supporter Services and works in partnership with the Club's Disabled Supporters' Association

(THDSA). To implement the Access Statement, Tottenham Hotspur FC operate a dedicated Access Team who have a key role in providing an exceptional match-day experience for the Club's disabled fans.

The Access Team is led by Jon Dyster the Disability Access Officer, one of only three clubs in the Premier League who have a full-time staff member in this role it is commonly subsumed into the Disability Liaison Officer (DLO) role. Supporting the DAO is Shirley Osborn the DLO and a team of 15 access stewards, amongst who are individuals with disabilities. These staff are deployed around the accessible areas at the Club's stadium, White Hart Lane. The stadium has a range of seating options for both home and away disabled fans in the North, South and West stands.

Maintaining exceptional match day experiences for all fans means overcoming some of the barriers that have made it more difficult for many sports organisations to cater for disabled fans in the past; the fear of offense. The Club's training course is developed with input from the Equality and Inclusivity Manager, the Disability Liaison Officer, the Safety Officer and the Head of Supporter Services. By targeting many people's apprehensions around offending disabled people awareness is generated and competence is built. The Access Team also work with the other operational areas of the stadium, such as catering to ensure that each touch point that a disabled fan encounters has been appropriately considered. The process is ongoing and often based on customer feedback.

One of the key roles for this team is communicating with the away teams that THFC will host on match-days. Jon stated that prior to the match-day their communication determines the number of travelling disabled fans so the Club can understand their personal

requirements. On match day, the Access Team are briefed on these requirements 2 hours before kick-off. Upon arrival, a member of the Access Team meets the away team coaches and assist their fans from the coach into the stadium. Once in the stadium the fans and their personal assistants will be made aware of the facilities available to them. Following this, an Access Steward is responsible for the fans' safety and ensuring their experience is high quality. To ensure this the team undertake constant training and are evaluated through both fan feedback and at times a mystery shopper programme. When THFS are themselves travelling away a member of the Access Team is appointed as the dedicated point of contact and actually travels with the fans to provide assistance when required.

As the Club transitions from White Hart Lane, to Wembley Stadium (their temporary home while their new stadium is built), then back into the new stadium, training their staff to be competent and proactive is essential. Currently there are 40 disabled fans who are season ticket holders and there is a waiting list of 70, while most other tickets are sold on a match by match basis. The transition to the new stadium will be significant and expand capacity from 36,400 to 61,000. The facilities for disabled fans will also increase dramatically, within the new stadium there will be 265 wheelchair spaces (up from 51 at White Hart Lane), 765 dedicated ambulant disabled fans spaces (up from 120), and 115 Blue Badge parking spaces (up from 5). A dedicated hearing loop will be installed throughout the stadium and be accessible from every seat or amenity. Outside the stadium THFC are working in partnership with Transport for London and London Overground to ensure step-free access further facilitating the accessibility of the entire journey to the ground.

All in all, Tottenham Hotspur's Access Team is an industry leader in Europe with their accessibility and inclusive provision. With a new stadium in development the provision of exceptional match-day experiences looks set to continue for years to come.

Sources: Interviews 3<sup>rd</sup> Feb, 2017 with Jonathan Waite – Head of Supporter Services and Jon Dyster – Disability Access Officer, Tottenham Hotspur Football Club

## **SUMMARY**

This chapter has provided an overview of how planning and management considerations can ensure the provision of exceptional experiences. Ensuring that the customer's experience within the sportscape is memorable and long-lasting is one strategy to increasing organisational effectiveness. The link between design and operations in stadia is central to ensuring that these experiences can be exceptional. The case of English Football Club Tottenham Hotspur and the provision of dedicated human resources demonstrated how high quality experiences for spectators with disabilities can be created by considering customer needs in the operations of the stadium.

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## **REVIEW QUESTIONS**

- 1 The technological environment has changed dramatically over the past 20 years. Considering stadia are built to last for many years, what technological changes would necessitate stadium developments in the future?
- 2 This chapter presents a brief introduction to experiential marketing and managing the customer experience. What does the literature say the difference is between managing customer service and managing the customer experience?

- 3 What are the emerging competitive forces that could pose a threat to the fifth generation of stadia?
- 4 Under the Equality Act 2010 disabled supporters who attend English football matches must have access to a range of seating options, not just seats that are located in one area of the stadium. What options are available to disabled fans who are not provided with such a choice? Does this differ from the legislative framework that operates in your country?
- 5 What experiential marketing ideas or tactics can you devise to manage the customer experience of attendees aged over 60?

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## **FURTHER READING**

Schwarz, *et al.* (2016) recently provided the second edition of their text that links many features of managing the sport business into the management of sporting facilities. This text reviews the management of operational issues concerning facility managers and is highly recommended for any reader wishing to advance their knowledge in the area.

Many countries have disability discrimination legislation; in many countries these are combined or used in conjunction with other discrimination legislation. See Paramio-Salcines, Kitchin and Downs in Chapter 27 for a more complete discussion of the impact of legislation on sporting facilities worldwide.

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## WEBSITES

Many facilities have virtual tours and seat selection tools that allow you to see inside the facility and witness how the aesthetics and layout provide spaces for customer experience creation.

Some sites of note are the following:

Bernabeu Stadium – virtual tour

<http://www.realmadrid.com/en/santiago-bernabeu-stadium/virtual-tour-3d>

San Diego Chargers – Seat selection tool

<http://chargers.io-media.com/web/index.html>

Wembley Stadium – Seat selection tool

<http://www.wembleystadium.com/TheStadium/ViewFromYourSeat.aspx>

White Hart Lane Stadium – virtual tour

<http://www.tottenhamhotspur.com/hospitality/virtual-tour/>

Tottenham Hotspur's Access Statement for 2016-17 can be accessed here

[http://www.tottenhamhotspur.com/uploadedFiles/Shared\\_Assets/Documents/Fans/Supporters-Access-Guide-2016-2017-Booklet.pdf](http://www.tottenhamhotspur.com/uploadedFiles/Shared_Assets/Documents/Fans/Supporters-Access-Guide-2016-2017-Booklet.pdf)

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**Table 26.1** *Stadium evolution and catalysts for change*

<i>Generation</i>	<i>Focus</i>	<i>Catalyst for development</i>
1st Late 19th century to the early 20th century	Designed within urban areas for mass attendance to ensure maximum gate receipts	Increased need for safety and comfort of customers Increasing needs of radio and television broadcasting companies
2nd Early 1920s to the 1970s	Designed in suburban areas for better customer parking and sight lines Desire for stadia to be more aesthetically pleasing and also to ensure dual purpose use (sports teams shared the facility)	The increased need for multi-purpose design to cater for a wider range of sports but inadvertently the lack of 'atmosphere' limited customer experience Increasing rise of 'franchise free agency' (Beauchamp <i>et al.</i> , 2009, p.276)
3rd 1970s to the late 1980s	Designed for customer service needs and enhancing the stadium experience to compete with the televised broadcast A strong focus on multi-purpose use of sport and non-sport bookings	Issues regarding stadium safety Convergence of digital media technology through satellite platforms Advances in broadcast technology
4th 1990s – 2007	Designed for myriad customer service needs for B2B markets as well as B2C markets Facilities with technology aimed primarily to satisfy the needs of media partners first and consumers second.	Increasingly fragmented customer needs for silver-service and/or authentic sport experiences. Greater customer need for engagement and connection. Pressure for enhanced accessibility.
5 <sup>th</sup> – 2007 - onwards	Connected stadia, applying equitably to athletes, brands, media partners and consumers through technology. Requirements for Universal Design influencing planning.	Watch this space

Adapted from Authors; Beauchamp, Newman, Graney and Barrett, 2009; Paramio, Buraimo and Campos, 2008; Sheard, 2001.

**Table 26.2** Wembley Stadium premium seating options

<i>Seat type</i>	<i>International</i>	<i>Club</i>	<i>Silver</i>	<i>Gold</i>	<i>Bobby Moore Club</i>	<i>One Twenty Club</i>
Annual ticket price	£960	£2,000*	£3,000*	£4,500*	£6,250	£10, 800
Seat position	The North East / West wings	Behind the goals	Wing position	On the half-way line	On the half-way line, pitch-side	Unrestricted views from half-way line
Access	To Club Wembley Concourse	To Café East and West	To Café East and West and to the Atrium, Arc and Venue restaurants and bars	To Café East and West and to the Atrium, Arc and Venue restaurants and bars	Access to the Bobby Moore Room	Direct access to the private members area and restaurant
Additional benefits	Dedicated entrances to the Club Wembley members' concourse with its range of restaurants and bars A complimentary train ticket is available for core events for scheduled services from London Marylebone  A free match programme is also	A complimentary train ticket is available for core events for scheduled services from London Marylebone A free match programme is also available for core events	A complimentary train ticket is available for core events for scheduled services from London Marylebone A free match programme is also available for core events	One car parking space per four seats  Or A complimentary train ticket is available for core events for scheduled services from London Marylebone A free match programme is also available for core events	One car parking space per pair of seats  Or A complimentary train ticket is available for core events for scheduled services from London Marylebone A free match programme is also available for core events	A four-course meal at an exclusive members only restaurant. Champagne and canapes on arrival. One valet car parking space per pair of seats  Or A complimentary train ticket is available for core events for scheduled services from London

	available for England home games					Marylebone A free match programme is also available for core events
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\* Approximated figures

Source: Authors.