



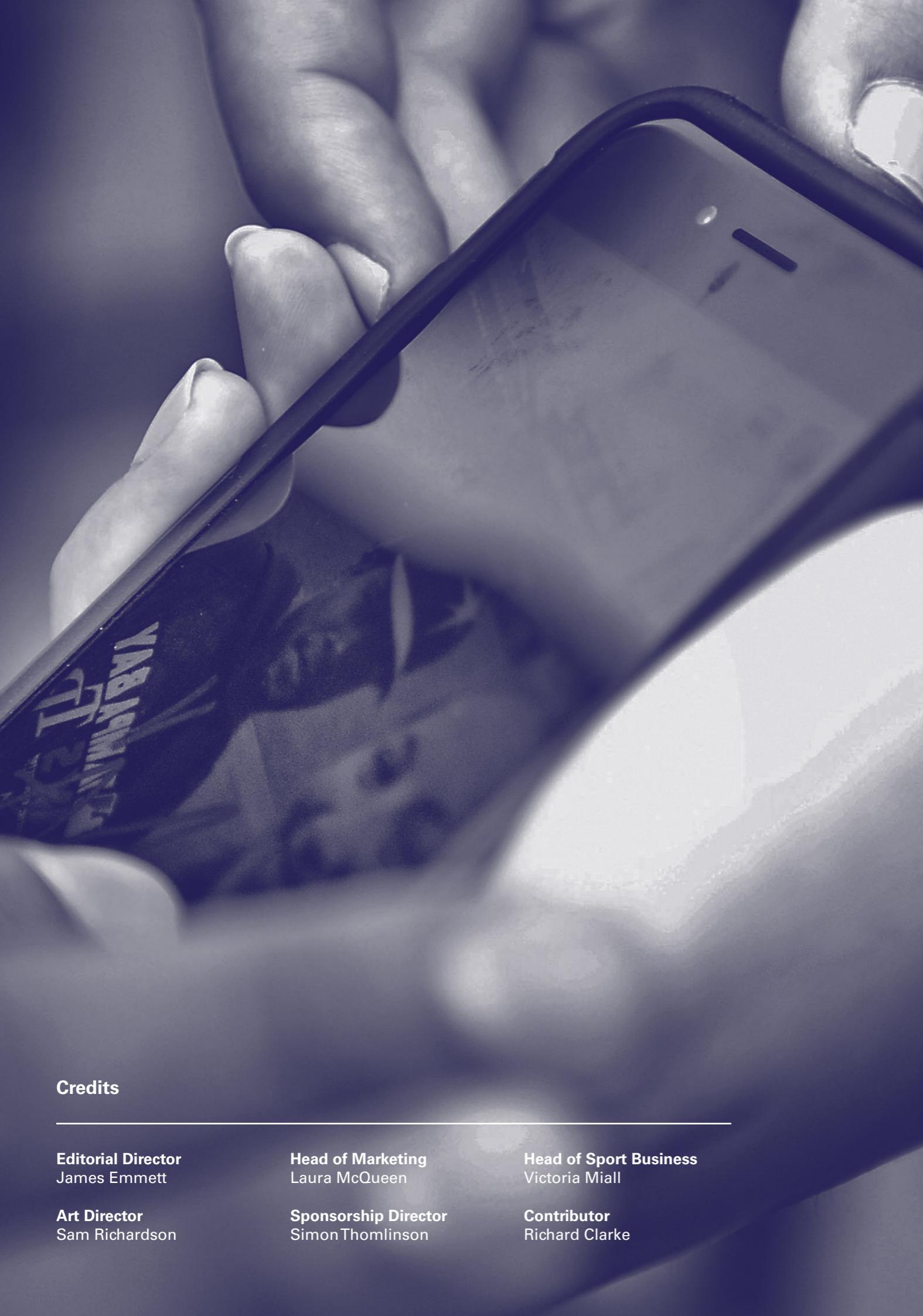
LEADERS Report

Fan Engagement

Right content, right channel,
right time

June 2017





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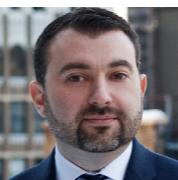
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Foreword

Fan Engagement

Right content, right channel, right time

Attention!



Igor Ulis
CEO & Co-Founder
Omnigon

It's been said that the average goldfish has an attention span of nine seconds. In today's crowded media world, VentureBeat claims the average human attention span is even less. Eight seconds is all we're given to inspire and delight, to drive innovation and engage. But, if we're dedicated to consumer experience and ease-of-use, in my experience... eight is all that's needed.

The world isn't the same as it was ten years ago. In the past few years especially, publishers and networks operating in the sports space have realized to truly capture their own eight seconds, they must offer relevant and timely content- in the way viewers most want to engage with the brand: on their own terms.

OTT video and social media have overtaken printed scores and television highlights, leaving brands a rare opportunity to engage with fans directly. At Omnid, we've worked with partners like FC Bayern Munich and the PGA Tour to not only build deeper relationships, but analyze key metrics to produce content and media that's well-received, timely and relevant. In fact, we've been in the business of building unique and engaging fan experiences since our founding in 2008. With the pace of technological advancements still rapidly-evolving, we are thrilled to be at the forefront of helping our partners cut through the media noise, into living rooms and corner offices - all over the globe.

OMNIGON

Our brands are reaching news-hungry fans with on-demand offerings, allowing individuals to lead busy, successful lives, without being afraid they missed the latest score or draft pick. The average fan experience – how he or she engages with their chosen sport – has changed. We like to think of it this way: what was once a corner bar is now a multi-faceted platform to discuss last night's win and the future of the team – effectively a global office that's accessible with a single click.

Products like ProSuite for fan engagement, and Ultracast for deeper camera angles offer fans a more meaningful experience, to sit on the edge of their seat on the couch and feel that they are truly a part of the game, no matter their location or cable subscription.

From members of the military overseas, to professionals checking in between meetings, the personalization and community aspect of our tools and platforms keep individuals both enticed and satisfied. With just eight seconds, we've not just built fan communities and platforms; we've changed the landscape of sports engagement. Imagine what we'll do with nine...

Couch, Touchscreen,
Engage



Couch, Touchscreen, Engage

Sport no longer starts or finishes with the peep of a whistle or the crack of a pistol. It's a 24/7 treadmill of rolling news, views, behind-the-scenes snippets, trails, analysis, trivia, statistics and other snackable bits and pieces. Fan engagement has never been more important, nor have there ever been more tools available to do it in a creative and measurable manner.

The average fin de siècle football fan would have been very much accustomed to having his experience enhanced by content created to support the live event - editorial products designed to be informational, entertaining and, at times, commercial. Of course, it's unlikely he would have used language like that to describe a matchday programme, but the idea of engaging sports spectators through platforms other than the sport itself has been alive and well for many years. As sport has professionalised, its relationship with the media grown more sophisticated, and as technology has advanced, so the means, methods and platforms for engaging sports fans have proliferated and evolved.

The pace of change over the course of the last 20 years has been most pronounced. Gone are the days of teletext, fanzines and gossip phone lines. The sports fan of 2017 is kept, willingly, on a treadmill of engagement. And what, really, is engagement beyond the field of play? Simply put, it's the right content on the right platform at the right time.

According to Omnipon Partner and Chief Commercial Officer David Nugent, "Engagement is about creating value, but first you need attention. The human brain is limited in its capacity; we're asking it to sort through the firehose of messaging that we're all deluged with everyday. Short-term engagement works, but audiences will not re-engage without a strategy to deliver value over time. That starts with knowing who you are and speaking to that everyday with consistency."

The richness and complexity of the modern media environment might mean that for the average sports

entity – a team, league, federation or competition – a full and cutting-edge content proposition is a daunting prospect. Where to start? How to resource? What to measure? There are some basic rules of engagement and the first one has to be that you should be producing content wherever your fans are; but, by and large, where you want them is on your owned channels: in basic terms, your website or app. That's where you can provide them with the deepest experience, and provide most value, in a controlled manner, for your sponsors. It's also where you can capture and own data on your fans, which can both reinforce and enrich your content strategy, and act as the starting point for a range of commercialisation options.

Your strategy for engagement will also depend, of course, on the type of sports entity you are. A team that plays over 100 games per year will have different engagement expectations and a much larger silo of content from which to draw than an annual two-week event.

The rules of engagement

With the help of Lewis Wiltshire, a digital content specialist now working for the Seven League consultancy, having held senior sports roles at the BBC and Twitter, Leaders has compiled a set of fundamentals for driving digital engagement in sport in 2017, a basic list of dos and don'ts to guide your online fan interaction.

1. Don't reinvent the content wheel (but do understand what it is)

Wiltshire likes to visualise the planning process that underpins a content strategy as a "content wheel".



Lewis Wiltshire

Couch, Touchscreen, Engage



The actual content creation comes much further round the wheel than one might imagine. There are a host of questions to ask yourself first, before you even dream of picking up a pen, a keyboard, a camera or a microphone. "What you need to do first is work out why you're doing it, who you're targeting, where the audience is, what existing apps they're using, what's the right strategy for those apps to reach them there, do you have paid promotion budget to amplify your message?" Wiltshire says, rattling through the rhetoricals. Once you've got answers to all those questions, you'll need to work out how to measure the success of the content you do end up producing. "Too often what people do is create content; they don't look at how well it does; they come in the next day and they create more content and they judge success on how many pieces of content they've produced. And that is absolutely the wrong metric. The best clubs go round the content wheel asking what they're trying to achieve, work out what platforms to put it on, then, crucially, measure it. How well is it doing? Are people consuming it? And sometimes it's about having the wisdom to say that the analytics are telling me that that piece of content did better than that piece of content – that's the knowledge; the wisdom is asking whether that was because we pushed it on social more heavily; is that because of the time of day it went out; is that because of the SEO on that particular piece? You have to understand your audience because you can engage, retain and monetise them. Once you start to understand them then you can really start to have your CRM synced up with your editorial team."

2. Bury your old analogue ways by building your own digital pyramid

Building a digital engagement strategy requires a broad base layer, the basic building blocks, then ever fewer more sophisticated elements as the process progresses. "The base layer has to be site basics – admin and hygiene," explains Wiltshire. "The middle layer is best practice, the stuff that you should be doing; and the top level is innovation, that stuff that you could be doing." Drilling down further, those basics would include core functional elements: "visibility, discoverability, cleanliness of navigation, sign-posting, basic UX." Making sure you have a presence on the most popular social channels is a given, but ensuring the searchability of your presence there is something to bear in mind. "Some of the social media basics that people don't do are really astonishing. There's no real native search on Snapchat so making sure your Snapchat account is flagged through your Twitter and Instagram. Twitter search has difficulty picking your account up if you don't have a space between your first name and your surname." Next up, the middle layer of best practice, ie ensuring that you have functional systems underpinning some of the features on your digital channels: if you have an online shop, you need distribution methods and processed payments – invariably a clear, sign-posted link to a third-party operator.

3. Don't go quiet

Don't rush into a digital platform, an owned app or a presence on one social channel or another, without



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understanding why you're there and how you'll use it. It's important to maintain a regularity of output. While it's rare to be unfollowed on social for being quiet, an app, once uninstalled to save space on a mobile, is rarely reinstalled. If you've got an annual event rather than a year-round live proposition, then clearly you're going to have to be a bit more creative in populating your content calendar. Behind-the-scenes pieces from your venue; unusual or striking photography; contextual pieces about events elsewhere in your sport can all do a job. "The point is you have to have a plan; and in my experience not enough sports organisations plan content," says Wiltshire.

4. Newsflash: news is old news

It's difficult to overestimate the pulsing magnetism of news for any content creation department. It's understandable, content creators – writers, videographers, presenters – often have a journalistic background. It's a magnetism that, in most cases, is best resisted. "When you really study the analytics, news isn't always what people want," says Wiltshire. "Often what people want is behind the scenes, fun, engaging video content that enlivens and brightens their day, that distracts them for five minutes on the tube. They don't necessarily care as much as you think they do about your left back being out for two games with a hamstring injury. The best clubs have figured that out."

5. Word up

Global internet penetration levels are increasing every day. Video content is now uniformly produced specifically for mobile. Facebook figures from 2016 suggested that video consumption on the social giant had grown to a level of 100 million hours per day. But 85% of video on Facebook is consumed with the sound off. Go the extra step: subtitle your videos.

6. Don't assume everyone consumes everything

It is not a failing to repeat key pieces of content. In fact, it's advisable. No one fan will consume the full range of content you produce. "A lot of us have come from a journalistic background, and we have all been guilty at times of assuming that all of our readers or users read everything we do. Not even your editor does. People would often talk to me about articles on the BBC website as if I read them all. There's a lot of content out there and it's impossible to consume it all; so you need to understand that you may need to repeat key bits of content; you may need to do in case you missed it; you may need to target content for a certain time, in a certain geographic location."

LEADERS10

Sports digital and social media specialist Richard Clarke scans the sporting globe for ten game-changing technologies enhancing the in-venue fan experience.



1

**San Francisco 49ers:
food and beverage app**

The 49ers have never claimed to be the first team to produce an app that allowed spectators to order food and beverages from their seat. But their version certainly provided a breakthrough. They had a reason, of course. Levi's Stadium was opened in the summer of 2014 and, at the end of the following season, would host Super Bowl 50. It was claimed that 'you were never more than ten feet from a wifi access point' in the new building. Certainly, connectivity was everything. Their app covered numerous aspects of fan engagement but the ability to order for in-seat delivery or pick up was a standout. It was deemed a success in both revenue and reputation, despite the fact the home team tanked that year.



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2

The Open Championship: data wall

There are a million ways to visualise data and, it seems, a million different vendors trying to sell you a solution. But perhaps the Open, golf's oldest major, has proved to be best in class. On-course spectators can enjoy a giant screen full of latest scores, fly throughs, data on holes, player analysis and the ability to interact via social media. This concept is not new. It is all down to execution and this visualisation is certainly well thought-out. The Open Championship is an event based on tradition and history. They only brought in screens on to their course in 2014. However this success shows that even those venues steeped in a potentially restrictive history can take a digital leap, which if planned and executed well, can change their perception and attract new audiences.



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3

Australian NRL: the Bunker

Video refereeing is 'on the list' for every sport, but rugby league in Australia believes they have taken it to another level by developing their 'bunker'. This is a room full of the latest video playback equipment connected to stadiums via superfast fibre connections. They employ a minimal number of video referees to ensure that, when an incident is referred, the laws of the game are implemented with consistency. They broadcast the discussions over a decision so fans are aware of the thought process that has taken place. Then, of course, it is crucial to relay them back to the stadium as quickly as possible. It will not stop the moans and groans when 'try' or 'no try' appears on the big screen.

Case Study 1

The U.S. Open



LEADERS 10

4

Juventus: social media-driven choreography

Organised, choreographed displays by fans have stepped up a notch in recent years. Football fans in Italy have always lead the way and it was no surprise that the first social media-driven choreography came from Italy's most famous club. Juventus used Facebook to ask their fans for a design which they would bring to life using 25,000 supporters holding up cards ahead of the game with Inter in February 2014. A bespoke Facebook app was developed, it was viewed 290,000 times and brought in 4,500 new registered users. Over 3,000 designs were sent in but 16-year-old Steven Kem won the vote. His artwork impressed players like Fernando Llorente and it inspired Juventus to another win.

LEADERS 10

fernando llorente [@llorentefer19](#)

Grande vittoria!! Grazie per il vostro appoggio, siete i migliori!! #vamoos #ForzaJuve

Translate from Italian

RETWEETS 1,500 LIKES 1,177

One of the four major championships in men's golf, the U.S. Open takes place over the course of a long weekend each June. This year's edition will represent the first underpinned by a new, immersive digital experience. While host broadcast partner Fox Sports is ramping up its integration of drone footage and augmented reality, organising body the US Golf Association (USGA) has launched a suite of new digital experiences, not least a new website and mobile app, developed through Omnidigit, which also helped to relaunch USGA.org in 2015.

While the Masters, the first Major of the golfing year, has sculpted itself as a bastion of tradition and bans the use of cell phones onsite, the USGA has gone the other way with the U.S. Open, embracing technology to offer a cutting-edge sporting experience. For onsite spectators, the app promises a new range of informative and enhancing features. Powered by free WiFi sites across the course at Erin Hills in Wisconsin, fans will be able to access shot-by-shot data, video action, and an improved mapping component through the app.

According to the USGA's Head of Global Content and Media Distribution Navin Singh, the tournament organisers have set up sophisticated location-based technology on course. "It understands where you are onsite," he says. "It also recognises where players are on the course and feeds it through to help guide your decision-making as to where to watch. Fans are there to watch their heroes so we want to make sure they understand where those players are, give alerts on how those players are doing, as well as provide information as to where the bathrooms or concessions are." Supplementing that onsite digital experience is an all-new website – USOpen.com – which was designed and launched with a very clear brief in mind:



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117th U.S. Open Championship
Erin Hills, Erin, Wisconsin, June 12-18, 2017

USGA U.S. OPEN

TEE TIMES PLAYERS THE COURSE VIEWING SCHEDULE

The Par-3 9th Hole: Closest to the Hole With Jordan Spieth

The Par-3 9th Hole: Playing

The Par-3 9th Hole: Don't Miss the Green

Monday at the U.S. Open: Jeff Hall

U.S. Open Live: Early Afternoon

U.S. Open Live: Monday 11 a.m.

How It's Made: The U.S. Open Player Gift

Rory McIlroy's Early Thoughts on Erin Hills

Thoughts on U.S. Open Eve

U.S. Open History, Just Miles from Erin Hills

Apple

"Consumers are evolving," explains Singh, "and if we can't connect with them and engage them on that initial primary touchpoint, there's a bunch of other things that they can do with their time. We need to be engaging; we need to visualise data; leverage stunning imagery, leverage video. That's what we were trying to achieve with Omnidigit."

"The U.S. Open moves around every year to an iconic golf venue," Singh continues, "so we wanted to tell that story in a visual way. Once you get past the intro video, you're hit with huge imagery leading into a story. That's intentional. We could have taken a news-oriented approach, with lots of stories available for you to click on, but we wanted to engage with visual content primarily. So we have a scrolling homepage and you can see it's about presenting the most recent, pertinent content first and foremost, presenting a mix of videos, of articles, of imagery, of social posts, and then giving the users the ability to filter how they want to filter."

Last year's tournament saw six million videos streamed through the U.S. Open website and app. With increased capability and more content this year, that figure is likely to increase. One particular video feature that has proved popular is the U.S. Open's video-centric approach to scorecards: click through

on a particular player's score and you're met with a quick-hitting five to ten-second highlights clip. "Fans want to follow their favourite players," says Singh. "And they're also interested in understanding the situation of the championship – the scoring. We see a tremendous amount of traffic on the leaderboard page; we use that as an entry point and we've strategically placed video highlights within those areas of the site, such that a fan is now encouraged to drill in deeper and see how the player got to that score. So we're thinking about a fan's primary interest and then their secondary interest too, so we can support that desire before they've thought about it."

Omnidigit's David Nugent is certainly impressed with the results of the relaunch. "We've been fortunate to have engaged some massive sports properties and events over the past couple of years, but I can't remember being more proud of our team and the result we've been able to create than on this U.S. Open work," he says. "There's a serious scale to this event and there are a ton of moving parts - you're towing people and technology out to a golf course on a 650-acre property. We've been in the golf business for a while, but we always learn from events like this. The formula is straightforward: bring smart people to the table, work hard, and keep learning."

LEADERS10

5

FC Krasnodar: 360-degree panoramic screen

It has been reported that Russian side FC Krasnodar play in the most expensive privately funded stadium in the world. The key feature is an undulating screen, which wraps around the entire interior of the venue between the top tier of seats and the roof. Most of its 4,700 square metres are focused in the four corners but the narrower parts also carry content. In addition, the roof has a unique cable and membrane structure, which acts as a heater for spectators braving the harsh Russian winters. The 34,291-capacity venue missed out on being a host for the 2018 World Cup when a stadium in relatively nearby Sochi was selected.



Case Study 2 The NFL

David Jurenka is VP of NFL Media Operations and manages the league's digital product business out of its Los Angeles offices, as well as leading strategic planning, media intelligence and programme management. Unsurprisingly for an entity with annual revenues of \$14 billion, the NFL's digital operation is not insignificant. Jurenka's portfolio includes the sites of the 32 NFL teams, the league's in-house subscription service, NFL Game Pass; NFL Mobile; the league's fantasy football platform; as well as NFL apps on AppleTV, Roku, AndroidTV, FireTV, PlayStation 4, and Xbox, and total user numbers of well over ten million per month. The former Xbox executive joined the NFL two and a half years ago and was immediately thrust into a period of digital reorganisation at the league. In 2015, with the help of Omnipon, the league relaunched NFL Mobile. Jurenka explains the business objectives behind the NFL's digital operation, and draws back the curtain on one of the most comprehensive digital engagement strategies in world sport.

Why did the NFL undertake a digital relaunch in 2015?

"NFL Mobile was completely redesigned from the ground up and we put a single subscription product branded NFL Game Pass where previously we had multiple subscription products in the marketplace. User research told us there was a lot of confusion in the marketplace. We would have a subscription product for pre-season, one for regular season on-demand games, a different one for audio live games. We took a big step forward unifying all of those in 2015, and increasingly we're trying to go towards a model where it's very clear to fans what is free and what is paid."

What is the objective with the free products?

What kind of experience do you want to offer with those services?

"We want to have a best in class experience for NFL fans. We're relaunching NFL.com this fall; we're continuing to invest in NFL Mobile; we're making significant investments in NFL Fantasy. Our view

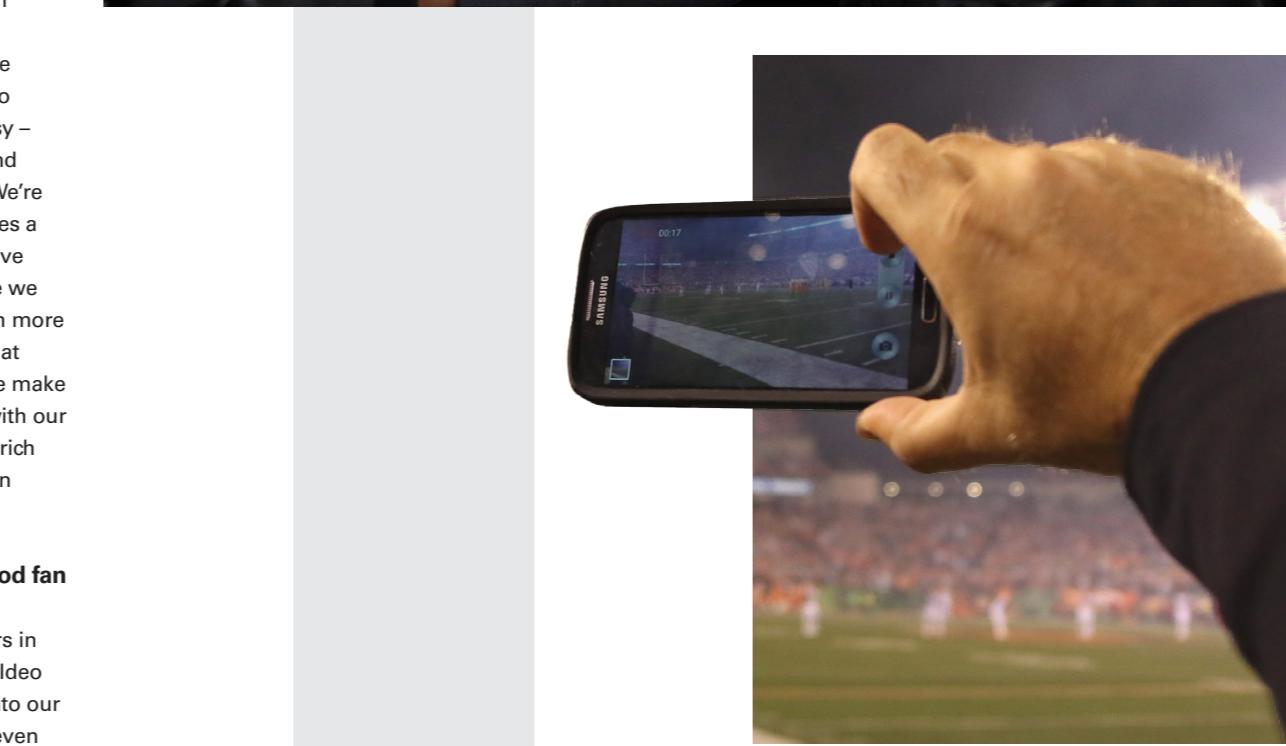
of the world is that we should have the best pure football experience on any platform. There are a lot of companies that do really great work – and some of them are partners of ours – in the sports space and in the football space as well. But we're focused only on football; we live it and breathe it, not just during the season, but for the NFL Draft, or Combine or training camps."

How would you characterise the experience consumers get on your flagship digital products?

"We're offering a utility experience first and foremost, in that we're going to provide stats and scores, news and information, and analysis and we have a fairly antiquated website at this point which is in need of modernisation and that's exactly what we're doing. It's going to be a mobile-driven product; the focus from a design perspective will be on that mobile experience. We will do a better job of surfacing our content in a more discoverable manner; we're updating the information architecture; those benefits that we're bringing for the browser will ultimately come into what we're doing with the mobile app and fantasy – a consistent digital design that looks and feels and honours the premium nature of the NFL brand. We're really excited about it. Like any new design it takes a little bit of time to get used to because people have habits on these sites for several years now. Once we get pasted that, users will find that this is a much more immersive experience that you can get lost in; that leads users down a path where they see what we make available for pay – from a premium standpoint with our NFL Game Pass product and we'll continue to enrich that product as well. We want people to get lost in NFL content."

How do you know that you're offering a good fan experience?

"We've invested aggressively in the last few years in hiring user research with high end firms such as Ideo or Frog. We have infused that fan-first thinking into our teams and we're making sure that we're testing even



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Cincinnati Reds: Food pick-up via app-controlled lockers

Given the revenue potential, it is no surprise that in-stadium technology has concentrated on sales of food and beverage. Ease of delivery has always been a particular focus. Later this year, visitors to the Great American Ball Park can experience the latest innovation. Patrons of the Cincinnati Reds baseball team will be the first in US sport to be able to pick up their orders from lockers activated by the team app. A code is sent to you upon purchase and, when you scan it, the door pops open. At first there will be lockers at two locations and all have temperature controls depending on the food. With a size of 13 inches wide by 14 inches tall by 16 inches deep they will be able to accommodate four beers, two popcorn packets and two hotdogs. For the customer, the major benefit is the lack of waiting in tedious lines.

7

Dallas Mavericks: 360-degree application in a ticketing app

The Dallas Mavericks launched a mobile application at the start of the 2016/17 season to develop, among other things, their pre-game ticketing experience. When ordering, fans were able to see a 360-degree view of the stadium and could scroll around in 3D to secure the best seats for their requirements. There was also a detailed interactive map for those all-important trips to the concessions stores. More standard content – player information, statistics etc – also got the 360 treatment. The issue of mapping was also high on the agenda when the Sacramento Kings opened their new arena at the end of 2016. Their app would allow fans to walk from car to seat to concessions more quickly. A system of 'wireless and sensor-driven indoor positioning algorithms enabled the creation, management and distribution of indoor maps'. That includes queue monitoring.

LEADERS10**8** **Minnesota Wild/Everton: Snapchat**

Snapchat has been an interesting test case for sports organisations wishing to innovate. For the first time in the social media era, an independent platform had emerged with a product that had enough engagement to challenge the main players such as Facebook, Twitter and Instagram. Of course, with resources forever limited, it is always a tough decision over how to embrace a new platform. Content teams want to be first movers but they still require an ROI in terms of engagement metrics. Minnesota Wild, of the NHL, were the first sports team to take a pair of Snapchat Spectacles into a sporting venue and create club content. In May, Everton became the first sports outfit in Europe to put their Snapchat story on to their big screen on a matchday. Presumably it disappeared after 24 hours.

very simple prototypes with fans just to gauge their reaction; but not just before products are launched, also making sure that when we launch something – for example for NFL Mobile we're in the process of completely redesigning what the video experience feels like, what that landing page experience is, what the hero video experience is – we're going to test that accurately in the market with some basic A-B testing. Frankly, the fans tells us by what they're watching and how deep down the rabbit hole they're going. We're increasingly nimble and agile to be able to adjust to user preferences."

What does the NFL digital experience of five years from now should look like?

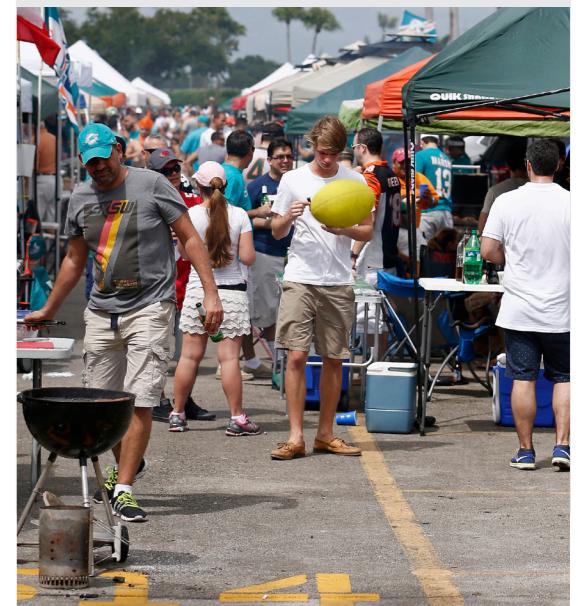
"We're a bit of a home of all NFL content; we're aggregating, curating, creating our content as well. If we don't have the content, then perhaps we can route them to where that content is – a CBS game or an ESPN game for example – with much less friction than we do today. We need to earn fans' trust that they can always start with the NFL, come to the NFL properties first regardless of device, and we'll do a much more elegant way of getting them to the experience they're looking for. I also continue to believe that there's an untapped opportunity on connected devices, specifically TVs, and that comes from my background spending 13 years at Xbox. I feel that TV continues to be the least intelligent device in your life and will take on much more intelligence in the future; and while the interaction itself may not happen on the TV – and I don't think it will because fans will want to preserve that real estate for watching the game in HD – I do believe that TVs will be better linked to phones and tablets and other smart devices in the home. I think of fantasy football or what we're doing with NextGen Stats – all of our players have chips underneath their shoulder pads which allows us to capture x, y, z coordinates – that creates a completely new frontier for us to create an experience that's more engaging for fans on top of what is already a very exciting live football game. I'd like to believe in the next five years we'd have created some showcase experiences around that."

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LEADERS10**Miami Dolphins/San Francisco 49ers: tailgating with tech titans**

Americans sports fans take tailgating very seriously. It is no surprise that tech giants have started to move into this space. Uber have taken over a special zone in the car park before Miami Dolphins games. For a fee, you'll be driven in, fed and watered with purchases from their 'general store' and then taken back from the game. Elsewhere UberEats, a food delivery spinoff from the ride-hailing service, is a partner of the San Diego Gulls ice hockey team. A little further north, the San Francisco 49ers have partnered with Amazon Prime Now so customers can have orders taken directly to their parking spot before games. These are modern twists on traditional tailgating with convenience that modern technology affords.



9

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10

Barclays Center: wifi

US sports franchises invested in stadium wifi much earlier and in greater depth than their European counterparts. The Barclays Center's deal with Cisco was not the first foray into connected arenas but it was certainly a breakthrough. Of course, there was an advantage in that the stadium was constructed from scratch with connectivity an imperative. However the speed and sophistication of the network allowed food and beverage orders from an in-house app as well as alternative views of highlights. In addition, a new content distribution platform fed 700 HDTVs. And, crucially, the tech worked. Remember that was 'way back' in 2012 when the rebranded Brooklyn Nets were just moving in. It was a game-changer.

Richard Clarke

Richard Clarke is a consultant and journalist in sports digital and social media. He ran digital content strategy at Arsenal FC for over a decade before moving to the Colorado Rapids. He now assists clubs, rights-holders and athletes all over the world. You can find him at @MrRichardClarke on all social media.



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