

SPIDER ENTERTAINMENT SERVICES

Team & Experience



SPIDER

entertainment

Design - Build - Operations

**WE DESIGN, BUILD
AND OPERATE
IMMERSIVE
ENTERTAINMENT
VENUES & EXPERIENCES**





VISION

To be Creators, Builders and Operators of the best in Out of Home Immersive Entertainment to the USA, EMEA and APAC.

MISSION

To be the fastest growing and biggest Design & Build Company with Leisure Operations for Out of Home Immersive Entertainment in the USA, EMEA and APAC, specialising in Immersive Entertainment Technologies.

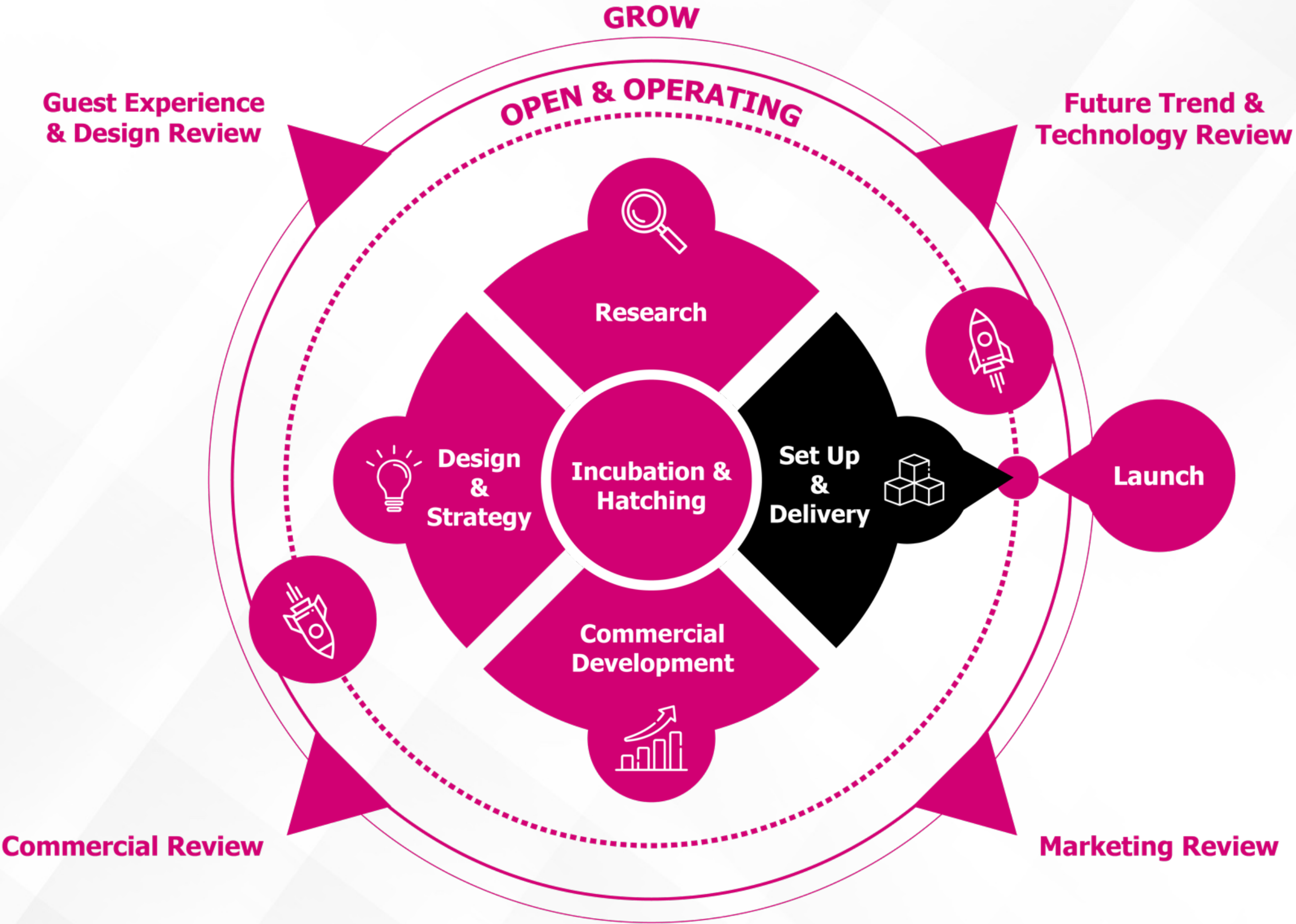


SPIDER SERVICES

Idea Spark to Launch!



SPIDER SERVICES



SPIDER SERVICES – GET LAUNCHED!



Incubation and Hatching

- Blue Sky ideation
- Concept Review

This will deliver initial assessment of operational and commercial viability

SPIDER SERVICES – GET LAUNCHED!



Research

- Market Research:
 - Market Appraisal
 - Competitor review

Idea Design & Strategy

- Core guest experience design:
 - Concept and Narrative Development
 - Creative Master planning
 - Development Workshop
- Pre, during and post visit guest journey planning
- Technology review and sourcing

Commercial Development

- Operations and Finance Strategy
 - Production of an operational plan
 - Production of an annual finance model
 - Revenue optimisation plan
 - Marketing and communications appraisal
- Location and Property Strategy

This will deliver a detailed assessment of operational and commercial viability

SPIDER SERVICES – GET LAUNCHED!



Set Up and Delivery to Launch

- Project and programme development and implementation
- Marketing planning and execution
- Operations set up
- Opening plan and execution

Spider can provide Full Turnkey Set Up & Delivery to get your Business open, or will support in the areas that are needed.

SPIDER SERVICES – Open & Operating!



Operations

- Operations Management
- Marketing Management
- Finance and administrative management of the business
- Admissions and ticketing
- Retail services
- Ongoing marketing and visitor analysis
- Finance and accounting
- Human resource management
- Client Reporting and meetings

Spider can operate all or part of your business under contract.



Review, Improve and Grow

- Guest experience and design review
- Commercial review
- Marketing review
- Future trend review
- Technology review

We will provide a report that recommends how to ensure your business is fit to thrive in today's world and tomorrow's.



Spider Entertainment's Team

Founding Team with an Operator's Mindset



Rob Hetherington
CEO & Founder



James Orchard
Chief Operating Officer



Sally Reynolds
Chief Experience Officer



Kevin Smith
Operations Director



Ashley Lynch
Creative Director

Leadership Team



Jonathan Brennan
Co-Chief Financial Officer



Debbie Thompson
Co-Chief Financial Officer



Shelley Hetherington
Business Operations Manager



Tracy Balsz
USA Business
Development Director



Maged El Nagggar
Middle East Regional
Partner



Key Experiences

Operations

Silverstone Interactive Museum

Concept creation through to Funding, Delivery and Operations

SR

Merlin Entertainment Mid-Way Centres – SeaLife

Marketing and Operations

SR

Secrets of the Empire 2018-2019 (The Void/Disney) – 5 weeks delivery to create and open VR Pop up

KS

Spinnaker Tower – created & operated unique high tower lift, restaurant & bar experience for over 15 years.

KS

Coronation Street The ITV Tour -

Created visitor attraction with ITV to pull the sets together and script. Project delivered from design to opening in 8 months

KS

Project Delivery & Design

Business Model and D&B of 4 x 1500m2 **Peppa Pig FECs for Merlin** in China and USA, value £12m

Business Model and D&B of 2 x 1500m2 **Mattel Play FECs** UK & Holland, value £6m

Business Model and D&B of 3 x 1500m2+ **Angry Birds FECs** across Europe and SE Asia, value £6m

D&B of **Silverstone Interactive Museum**, value £20m

PM & Delivery 10,000m2 Westfield London **Kidzania**, value £21m

Alice Adventures Underground Shanghai – Modular 3000m2 D&B, value £2.5m

AL Design
RH Business Model
Project Leadership

AL Design
RH Business Model
Project Leadership

AL Design
RH Business Model
Project Leadership

SR

JO

JO

Marketing

Attraction Marketing

Legoland Windsor- Marketing Director and Leadership

SR

Woburn Golf, Hotel & Safari Park- Marketing Director

SR

Secrets of the Empire 2018-2019 (The Void/Disney)

KS

Spinnaker Tower

Emirates Airline Cable Car, London

KS



Rob Hetherington

CEO & Founder

- 20-years Experience in Commercial and Project Leadership, International Sales, Marketing and Business Development for Start Ups, SMEs and MNCs and 10+ years' experience in developing Location Based Entertainment.
- As Commercial Director of Lappset Creative (a leader in Design & Build of Branded Family Entertainment Centres), Rob led the business development to secure and build Peppa Pig World of Play Family Entertainment Centres for Merlin Entertainment in China and USA, as well as Mattel Play Family Entertainment Centres in EMEA
- Strategist comfortable in identifying and activating new business work streams, as well as generating new clients for products and services in new markets worldwide
- International Network of Operators, Suppliers and Investors.
- Relationships with complimentary consulting services, such as attraction feasibility, technology consultancy, that can be introduced and collaborated with to help deliver projects and attractions



James Orchard

COO and Founding Partner

- 20 years Project Management experience delivering projects from £500k to £110m across a variety of sectors including leisure, commercial offices, residential and arts and culture.
- Track record of successfully delivering projects across the UK, Luxembourg, France and China working with international design and construction teams.
- Has implemented and undertaken site acquisition due diligences and risk appraisals for a number of clients across Europe, the Middle East and Singapore.
- Well versed in working with companies with strong brands and Intellectual Property and ensuring their requirements are adhered to throughout the design and construction
- Experienced in creating suitable Procurement, Contracting and delivery strategies to drive maximum value and efficient programmes for client and project requirements.
- Strong risk management skillset from the outset of a project through to completion proven to enhance clients investment.
- Demonstrates strong leadership skills whilst ensuring the project teams have the necessary knowledge, tools and skills to perform to the best of their ability.
- Lead Project Manager for KidZania London and other LBE projects in the UK and China.



Sally Reynolds

Chief Experience Officer & Founding Partner

- In 2011 Sally joined Silverstone Circuits as Leisure Development Director to work on their strategy to diversify into a Leisure Destination. In 2016 she became CEO of Silverstone Heritage Limited, the organisation responsible for delivering a brand new motor sport based visitor attraction. She secured in excess of £20 million in funding for the Silverstone Interactive Museum which opened in 2019.
- 25 years experience in Location based Entertainment Industry, six with the world's second largest attraction operator – Merlin Entertainments Ltd, most recently as Sales and Marketing Director for Legoland Windsor (2010)
- Four years as Marketing Director for Woburn's Safari Park, Abbey, Hotel and championship golf courses.
- Since 2014 NED for Bowman's Leisure - owner of largest UK Farm attraction - Willows Activity Farm
- Sally has recently led projects, on behalf of Spider, to develop new concepts for sites in Las Vegas, Florida and Singapore for a client who owns and operates hundreds of successful attractions across the world.



Kevin Smith

Operations Director & Founding Partner

- Over 25 years experience in operational management and commercial development across the Hospitality, Attractions and Leisure industry.
- Planned, developed, opened and operated numerous attractions including Spinnaker Tower, Portsmouth; Yorks Chocolate Story, York; The Real Mary Kings Close, Edinburgh, Oxford Castle and Prison, Oxford; Kent Life, Maidstone; Coronation Street The Tour, Manchester and Star Wars Secrets of the Empire, London to name but a few.
- Kev was a main Board director of The Continuum Group Ltd and held roles as Director of Attractions as well as New Business Development Director. Kev held the responsibility for growing the Continuum portfolio through product acquisition, new product developments and securing management contracts.
- Highly regarded commercial operator and his time working with Continuum demonstrated huge commercial growth. The Company currently owns and or operates businesses at Spinnaker Tower - Portsmouth, The Real Mary Kings Close – Edinburgh, Oxford Castle Unlocked- Oxford, Greenwood Forest Park – North Wales, York's Chocolate Story – York, Emmerdale Studio Experience and Village Tour, Leeds



Ashley Lynch

Creative Director & Founding Partner

- 20 years experience of themed attraction and architectural design.
- Creative and architectural lead on international projects. Proven track record of leading design teams from initial concept design phases to completion for a host of global IPs, including Mattel Play, De Schatberg Netherlands and Liverpool, Peppa Pig World of Play, Shanghai, Dallas & Michigan and Peter Rabbit at Flamingo Land and Willows Farm to name just a few.
- Highly experienced in delivering layout solutions and site feasibility to complex indoor and outdoor attractions.
- In depth understanding of experience design and its implementation within new and existing projects.
- Experience in concepting and testing gamified social experiences, including help deliver new live gameshow attractions to the UK market.
- Previous expertise as Senior Architectural Technologist on award winning Educational and Retail schemes in the UK.
- Ash has recently developed new concepts for sites in Las Vegas, Florida and Singapore for a client who owns and operates hundreds of successful attractions across the world.



Jonathan Brennand

Co-Chief Finance Officer

- Commercial advisor owner managed businesses -Specialising in business improvement, strategy, scale up, funding and exit. Wealth Manager principal of Jonathan Brennand Wealth Management Partner Practice, St. James's Place
- Fellow chartered accountant after qualifying with KPMG
- Senior commercial, financial and operational roles within industry with previous Board positions
- Worked within and led large teams, growing and developing them, as well as driving businesses forward
- Strong financial acumen both on a corporate and personal level
- Rather than sector specific able to apply sound business principles and financial understanding to organisations to implement and measure improvement
- Able to measure, monitor and improve financial performance utilising budgeting tools and clear communication with internal and external stakeholders



Debbie Thompson

Co-Chief Finance Officer

- 30 + years' experience in commercial banking rising to executive level at HSBC.
- In addition to managing the regional teams at four strategic offices Debbie also had full responsibility for a significant portfolio of commercial clients across a range of sectors
- Since leaving banking, Debbie has held a number of board level Commercial Director positions and has also operated successfully as a self-employed commercial consultant for 12 years
- An experienced leader inspiring others, driving execution and performance.
- Proven track record in sales and sales management with a strong commercial awareness utilised in business planning and strategy
- Educated to degree level, Debbie has a BSc in Financial Services



Shelley Hetherington

Business Operations Manager

- Experienced accountant with a background in audit and assurance, management report design, and process design and review.
- Qualified ACA accountant working for PwC for 4 years. Experience of auditing small privately owned companies through to multi-national listed companies.
- Worked at J Sainsbury's plc Head Office for 7 years as an Operational Auditor and Project Business Analyst, gaining experience and insight across a variety of departments.



Tracy Balsz

USA Business Development Director and Founding Partner

- Board member of the Themed Entertainment Association with 25 years in the Location Based Entertainment industry
- Highly experienced marketing and business development consultant to the entertainment industry
- Expert in Marketing strategy from brand design to digital campaigns
- Strategic growth consultant, helping companies enter new markets - entrance strategies, new verticals, branding, messaging and outreach
- Connections to the TEA global divisions and projects situated worldwide



Maged El Naggar

Middle East & Africa Regional Partner

- Over two decades of experience in the Leisure, Amusement/Theme Parks Commercial Retail, and Retail Entertainment industries.
- Strong Business/Project Development, Operations, Sales, and Marketing skillset.
- Held leadership roles including CEO of Retail & Entertainment at HWADI Group, CEO of Retail & Entertainment at Ajlan & Bros Holding Group, CEO of Fawaz Al Hokair Leisure & Entertainment, Board member of MARAKEZ (Egypt), Governor of KidZania Jeddah, and GM of Al Othaim Leisure & Tourism. Additionally founded MAG Enterprises, PlayPoint Dubai, and PlayPoint Egypt.
- Successfully conceptualized and led the development and operation of multiple entertainment brands including KidZania Jeddah, Billy Beez, OCTO FEC, MAHARA Karting, XATION, MAHARA Adventure Park, Safforiland, Snow City, Faby Land, My Town, Extreme Land, Extreme Zone, Splash Island, Action Zone, and PlayPoint.
- Experienced strategic growth consultant, spearheading expansion plans and launching projects across the entire Middle East region.
- Recipient of industry-leading awards in the GCC region



CASE STUDIES



Ashley Lynch Creative Director has successfully designed new projects for a host of global brands, from concept creation and blue sky thinking, to guest experience design, technology integration and masterplanning. Ashley has played a key role in delivering unique and exciting experiences, collaborating with brand teams and clients from many sectors of the out-of-home entertainment market. A selection of these case studies can be found on the next few pages, alongside projects from other members of the Spider team.



Extreme Box

Indoor Adventure Sports Family Entertainment Centre

- New concept creation for extreme and adventure sports entertainment venue
 - 3000sqm of activity including climbing wall, skate park, wingsuit simulator, gym and e-sports
 - Targeting extreme sports enthusiasts and amateurs with high repeat visitation
 - Demographic ages 7+
 - Includes F&B, retail and customisable avatars and user profiles
 - Flexible and changeable content, designed to suit all abilities
-
- **Masterplanning**
 - **Guest experience design**
 - **Concept visuals**
 - **Content selection and descriptions**
 - **Avatar and gamification design**



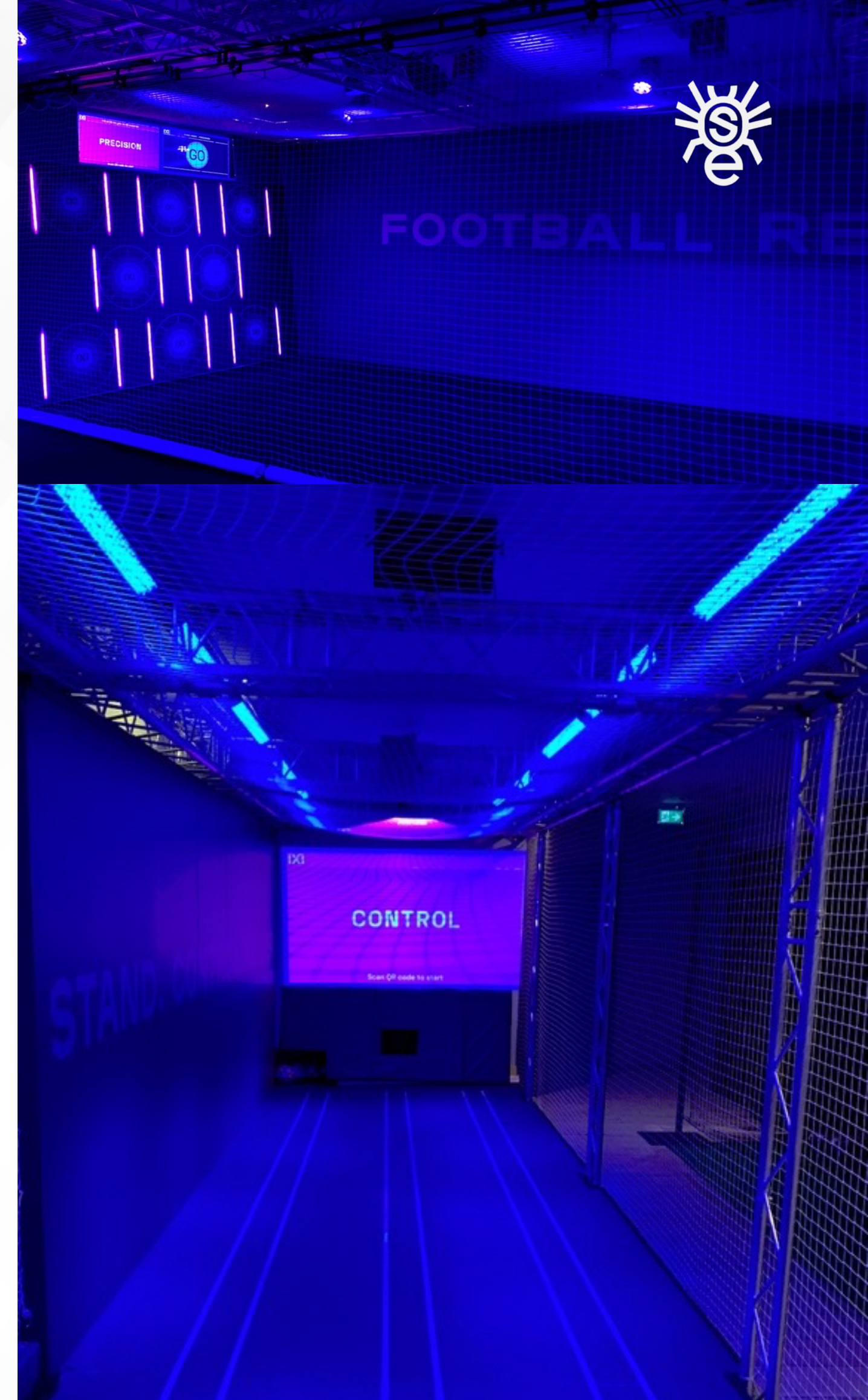
Metrix UK

Supported by Uefa Champions Leagues

James Orchard is the Project Director for this ongoing project in the UK, that will be open in 2024.

James has provided lease negotiation support along with the procurement of the key design team members and has led the early stage of the design.

The procurement strategy has been designed to take into the landlord and IP requirements from the key sponsor whilst delivering the project as early as possible in 2024.



The Cube Live Experience

Competitive Socialising Gameshow Experience

- New live gameshow experience targeting families and adults
 - Highly themed cube games based on the popular TV program
 - Gamified experience with leaderboards
 - Games are for 2-8 players at one time
 - Sits alongside premium bar and other activities
-
- **Masterplanning**
 - **Guest experience design**
 - **Gamification concept**
 - **Prototyping**

THE
CUBE
LIVE



Peppa Pig World of Play

Themed Family Entertainment Centre

- Modular FEC for global role out for the Chinese and US markets
- 1,000-1,500sqm of activity space including F&B and retail
- Demographic families with children aged 0+
- Highly themed environment including vehicles and characters
- Custom designed physical activities for both children and parents
- Flexible layout design that can be tailored to specific space

- **Masterplanning & site selection**
- **Guest experience design**
- **Concept & Product Design**
- **Highly themed activity design**
- **Detailed drawing packages**



Silverstone FEC

New Family Entertainment Concept

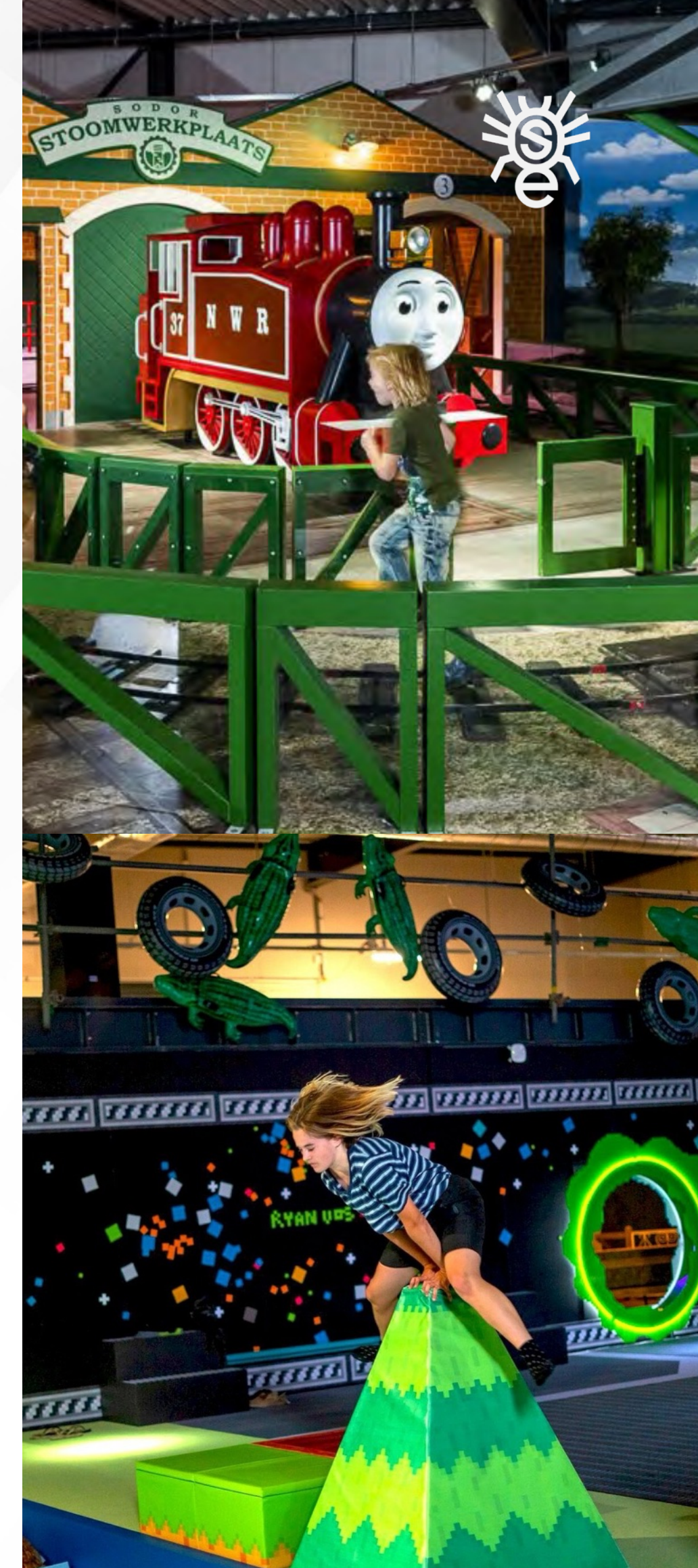
- New concept creation for physical and active play environment, themed around motorsports
 - Activities include race and build tracks, multi-level play structures, e-sports, race academy and go-karts
 - Approx 2,000sqm of entertainment and F&B
 - Targeting families with children aged 5+
 - Specific areas for different age groups including teen lounge
-
- **Masterplanning**
 - **Guest experience design**
 - **Concept visuals**
 - **Content selection and descriptions**



Mattel Play & Portal Action House

Multi-Branded Family Entertainment Centre in De Schatberg

- Multiple character themed areas under umbrella Mattel Play FEC
 - 1,500sqm of interactive and physical play
 - Focus on education and learning through play
 - Targeting families with children aged 3+
 - Includes F&B and experiential retail
-
- Mattel Play sat alongside all new FEC Portal Action House
 - PAH is an extreme sports and active entertainment venue
 - Aimed at children ages 8+
 - Retro game theme and brand created
 - Strong narrative and new character creation
-
- | | |
|--|--|
| • Masterplanning | • Detailed drawing packages |
| • Guest experience design | • Concept and product design |
| • Highly themed activity design | • Branding and narrative creation |



Silverstone Interactive Museum

Sally Reynolds successfully directed all elements of the £20 million NLHF project including: fundraising, budget management, procurement, build programme, exhibition design and fit out, sales and marketing strategy and the development and delivery of an extensive education programme focused on science technology engineering and maths.

Following the opening in 2019, Sally led the operation of the museum ensuring an exemplary visitor experience. The museum was awarded the Trip Advisor traveller's choice award for consistently receiving reviews that were in the top 10% of all properties.



Kidzania London

James Orchard was the Project Director for the £21m development of KidZania London in Westfield, White City, UK.

James worked closely with many stakeholders including M&S, British Airways, Westfield, Network Rail and KidZania themselves incorporating the many different brand and stakeholder requirements into the edutainment city.

James worked closely with the IP owner to save 6 months on the programme and nearly £10m in costs over the 2 year iconic project in London that included installing an airplane fuselage in the main KidZania entrance area.



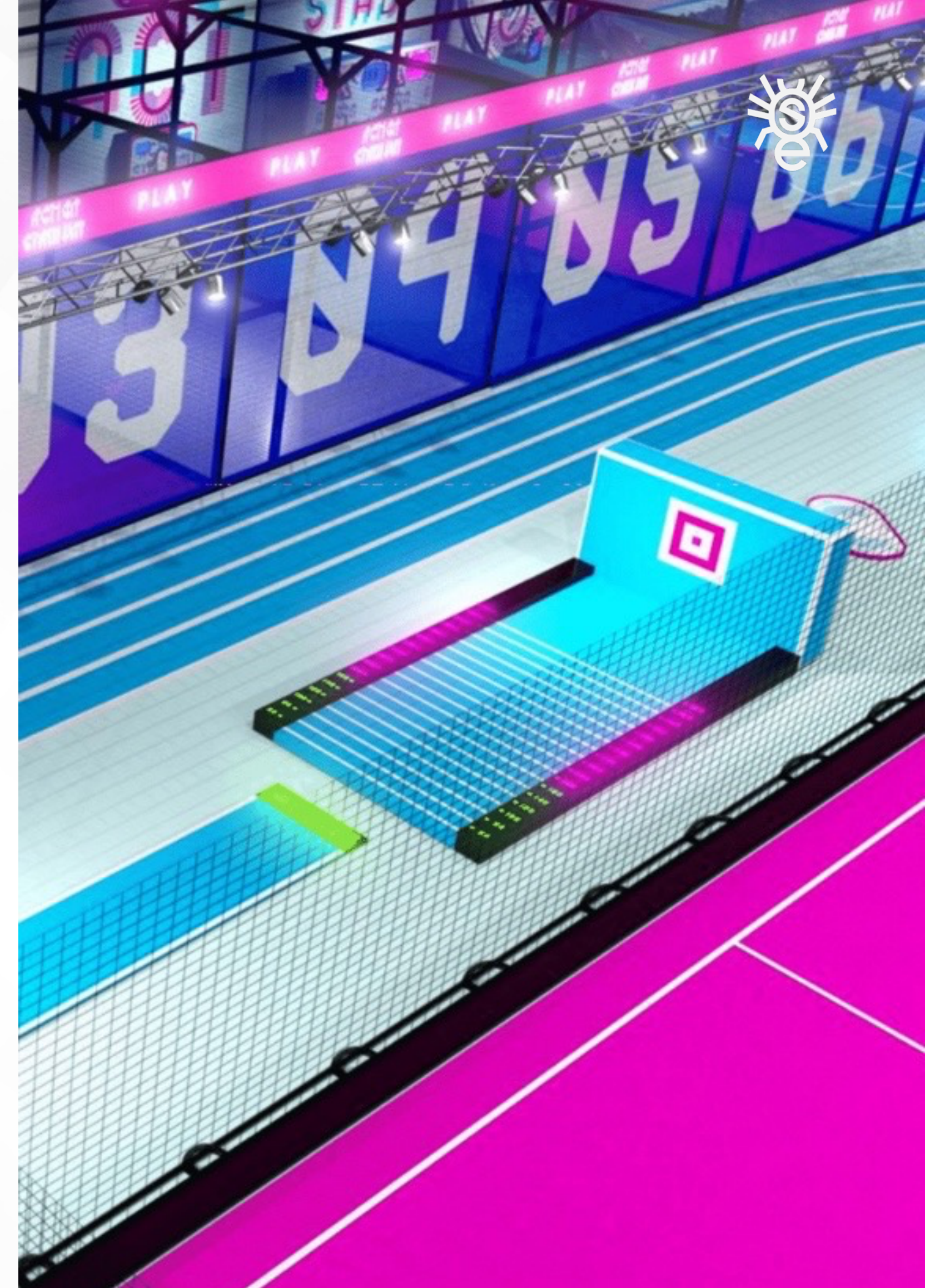
Action Stadium

James Orchard was the Project Director for the £5m development of Action Stadium in Birmingham, UK.

Although the project was stopped due to the Covid 19 pandemic, James had worked closely with the franchise owner and local franchise company to support the lease negotiations on this first of its kind project in the UK, develop a budget for the works and lead the design and procurement stages until the project was about to start on site and got stopped.

This included significant value engineering to bring the project within budget whilst maintaining the strict IP requirements of the Action Stadium franchise owner.

James also supported the team in Singapore with their site search and lease negotiations.



DiVR London

Kev Smith provided operational set up advice and support for the second DiVR location and the first outside of the home city of Prague.

Kev assisted with the business planning, key documentation and recruitment of the key management and technical staff for the London location in time for their opening in the summer of 2022.

Kev worked alongside the IP owner to ensure the documentation was correct and suitable for the Westfield approval and for the team to operate the VR centre effectively.





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