



VENUE OPERATIONS REPORT

01/07/25 to 31/12/25

Financials

VENUE OPERATIONS	Jul-Dec 2025	Jul-Dec 2025 FY 25-26 Budget	Variance
REVENUE			
Venue Operations			
4022 - Arena Rental	10.550,00	9.090,00	1.460,00
4023 - Campus Rental	16.500,00	16.500,00	0,00
4025 - Municipality	48.000,00	48.000,00	0,00
4026 - Investment rights	0,00	49.998,00	(49.998,00)
4029 - Reimbursement for Venue Upgrades	9.615,36	1.002,00	8.613,36
4013 - Foresteria Rental	820,00	2.502,00	(1.682,00)
4049 - Arena Events - Additional Sales	0,00	4.090,00	(4.090,00)
Total Venue Operations	85.485,36	131.182,00	(45.696,64)
COST OF SALES			
Venue Operations			
5092 - Arena - Rental	809,80	0,00	809,80
5094 - Campus - Rental	39.727,32	38.910,00	817,32
5096 - Certification/Licensure Costs	2.700,60	3.498,00	(797,40)
5097 - Security	1.241,50	1.200,00	41,50
5124 - Venue Insurance	3.074,46	1.800,00	1.274,46
5137 - VO_Utilities	2.222,68	2.275,00	(52,32)
5098 - Arena Events - Additional Costs	100,00	3.410,00	(3.310,00)
Total Venue Operations	49.876,36	51.093,00	(1.216,64)
GROSS PROFIT	35.609,00	80.089,00	(44.480,00)

The revenue gap vs. budget is non-operational. It is driven by the VSE €100k right-to-equity conversion, shifting value from the P&L to the Balance Sheet. Operationally, the department is performing as expected, with all costs tracking on-budget for the first half of the season.

Operations Analysis

Arena occupancy Rate: 18/184 days = 1% (Games included)

- July: 0/31 days
- August: 1/31 days
 - Birthday Party
- September: 2/30 days
 - 2 friendly games vs Bergamo and Reggio Emilia
- October: 5/31 days
 - 2 Serie A games
 - 2 birthday parties
 - 1 usage for video making (Carlo Recalcati movie)
- November: 2/30 days
 - 2 Serie A home games
- December: 8/31 days
 - 1 Serie A home Game
 - 3 Christmas Dinners (OJM, BSN, PV)
 - 1 Christmas Party (Varese Calcio)
 - 1 University Career day (From Municipality)

- 2 days of preparation

Campus occupancy Rate: Daily

Compliance

This semester, we successfully managed all mandatory safety requirements, including the fixed monthly fees for the RSPP (Safety Manager) and the ODV (Supervisory Body), both legally required.

A key project this period was the modernization of the visiting fan section, where we replaced the old metal cage with a new glass barrier system. This required specialized engineering certifications to ensure safety and legal standards.

Unrealized & Pending Opportunities

- RAI Production (4-Day Event – Scheduled for April)
 - Full arena buyout for a concert
 - An offer was submitted. Despite multiple follow-ups, there is still no follow up.
 - Send out final follow up by mid-February.
- Music Video Production (1-Day Shoot)
 - Facility rental for commercial filming.
 - Canceled by Client. The client paid a €2,000 non-refundable deposit but chose not to proceed with the filming (we retained the deposit).
 - Follow-up to understand the reason
- Dancing Event (Campus)
 - Dancing event for high school students
 - Court measurement standards weren't met (roof height)

Strategic Takeaways

- The interest from major entities like RAI confirms the Arena's appeal for non-sporting events.
- Our deposit policy proved effective in the case of the music video cancellation, protecting our margins despite the change in schedule.

Upcoming Confirmed Events

Our event pipeline for the second half of the season is balancing community projects with revenue-generating rentals.

Revenue Generating events

- Minibasket Tournament Finals (Feb 22): € 1.500 + Cleaning costs
- U13 Tournament (May 30 – June 2): € 1.000/day + Cleaning costs
- Foresteria Rental
 - 3 days apartment rental for a group of 12 kids + 2 coaches during Trofeo Garbosi Tournament: € 1.200

- 3 apartment rental for a group of 12 kids + 2 coaches during U13 Tournament:
€ 1.200

Community events

These events do not generate a net profit, the organizers cover all operational expenses (cleaning, utilities, and staff), ensuring zero loss for the club

- School Cup Finals: Middle Schools (March 27) and High Schools (April 24).
- Trofeo Giovani Leggende: Final match (April 5).
- Trofeo Garbosi: Final match (April 6).

Strategic Next Step & Growth Opportunities

The Venue Operations department is currently operating in a "Reactive Mode." In order to transition this into a high-growth business vertical, we need to switch to a different mentality and try to market the arena differently.

Transitioning from Reactive to Proactive Sales

Currently, we rely on inbound requests rather than active prospecting. To fix this, we will need to:

- Collaborating with event management agencies (on a commission basis) to market the Arena to corporate clients and concert promoters.
- Developing a dedicated "Venue" landing page or website to showcase technical specs, catering options, and availability to external planners.
- Creating a professional digital brochure to pitch the facility to local businesses for conventions and team-building events.

New Revenue Streams: The Museum

Once the certification will be released for the Museum space, it will be a great opportunity for revenue growth.

- This space is ideal for smaller, more agile events because it has independent external access.
- Beyond game-day fan zones and hospitality, we will market this space for B2B meetings, private dinners, and corporate parties.
- We anticipate this area being fully operational and "market-ready" by May 2026.

Possible Opportunity

- Integrate venue rentals into our current sponsorship packages to increase the value of our corporate partnerships.