

# THE TECHNICIAN

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**NEWSLETTER  
FOR COACHES**  
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**Andres Iniesta up against Javier Zanetti in the UEFA Champions League tie between FC Barcelona and Inter Milan**

## **IMPRESSUM**

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By beating Bosnia-Herzegovina in the play-offs Portugal clinched a place in the World Cup finals in South Africa. Coach Carlos Queiroz is counting on his star striker, Cristiano Ronaldo, to bring his team success there.

(Photo: Coffrini/AFP/Getty Images)

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# IMAGE RIGHTS AND RESPONSIBILITIES

## EDITORIAL

BY ANDY ROXBURGH,  
UEFA TECHNICAL DIRECTOR

What do FC Barcelona, David Beckham and the UEFA Champions League have in common? Our marketing colleagues would immediately shout: they're all brands. In today's world of commercial jargon, football players, clubs, competitions, even coaches, are considered to be a brand – that means they have an identity, a trademark which is instantly recognisable and, in professional sport, sellable. Supporters are said to have brand loyalty because they faithfully follow their teams, while the popularity of the player, the club, the competition depends on the brand's image: how it is perceived by the public at large. Of course, there is no brand, no image without a product and in football that means the game itself, with its sporting, social and historical values. But surely all this talk of brands, images and products has very little to do with top coaches – their job is to win football matches, period. Or is it?

The NFL (American football) is very protective of its brand name and image. It makes sure that players, coaches and officials follow league rules, laws and guidelines. Winning games is only part of the equation for them. The Rugby Football Union in England has created an "image of the game" task force following recent scandals, which included fabricated blood injuries designed to deceive the opponents and the officials. The image of rugby as a gentleman's game has been tarnished by gamesmanship, foul play, violence and feigned injuries. So the product – the game – may have a lot to offer, but if its reputation is damaged, then the fans, the lifeblood of professional sports, could lose faith, and, subsequently, interest.

In football today, with the global exposure which the game gets from TV and other media, the coaches' actions are constantly exposed to detailed public scrutiny. The behaviour of the players on the pitch is also a reflection on the coach, because ultimately he is responsible for the way his team performs and acts. For example, if his players are prone to diving, to cheating the referee, this damages the image of the game and the good name of the club. AC Milan's Leonardo is in no doubt: "Top clubs need to set an example – it is about ethics." And Sir Alex Ferguson concurs when he declares: "Something must be done about diving." Protecting the image of the product, the game itself, the brand, the club and the competition, therefore needs to be part and parcel of every coach's job. As Arsène Wenger says, "the team is a reflection of the coach," and this means the team's attitude as well as its playing performance, style and results.

The coach's personal image also comes into this equation. The way he conducts himself, as well as the success of his team, has an impact on the public perception of him. Gérard Houllier, the former Liverpool FC and Olympique Lyonnais manager, once said that "the most important moment of the week for a coach is the 30-second sound bite after a match." This is especially true when the team has lost, because what the coach says at that moment will be heard on 24-hour TV channels by the players, their wives, the board, the supporters and the next opponents. It is therefore important to convey a positive image, even during difficult times. Most important of all, the coach must be genuine and natural, and not the product of some marketing or PR advice – the football fan wants the real thing and not a glossy caricature. Some things which have a negative impact on the image of the game are not necessarily within the influence of the coach, such as hooliganism, illicit betting, doping, etc. But it is helpful if they, as high-profile members of the

football community, offer their support to the governing bodies and the authorities in the battle to keep the game fair and attractive. Everybody in football has a duty to guard it from exploitation, manipulation and dishonesty.

If the product is poor and the image is bad, then the brand will be weak. In football, this means that coaches and players must play their part in promoting and protecting the game. Many will make money from image rights, but with those rights comes responsibility. The terminology is new – brands, images, products – but the story is an old one. Skill, authenticity, attractiveness and fair play are the cornerstones of the game and are fundamental ingredients for the customers. It is said that a brand is a promise, but it is much more than that – FC Barcelona, David Beckham, and the UEFA Champions League should be a guarantee of quality, and football's technicians should be at the forefront in delivering a 'product' which is dramatic, spectacular and clean.



David Beckham is an expert at taking care of his image.

## INTERVIEW

BY ANDY ROXBURGH,  
UEFA TECHNICAL DIRECTOR



**AS A PLAYER, BERT VAN MARWIJK PLAYED ON THE LEFT WING, THEN MOVED TO MIDFIELD, BEFORE ENDING HIS CAREER AS A DEFENDER. HE PLAYED FOR GO AHEAD EAGLES, AZ ALKMAAR AND MVV MAASTRICHT AMONG OTHERS, AND WAS CAPPED FOR THE NATIONAL TEAM. UNFORTUNATELY, INJURY DEPRIVED HIM OF THE OPPORTUNITY TO PLAY IN THE FIFA WORLD CUP IN ARGENTINA IN 1978. HIS COACHING CAREER WAS LAUNCHED IN THE YOUTH PROGRAMME OF MVV MAASTRICHT AND, AFTER EIGHT YEARS OF NURTURING YOUNG PLAYERS, HE MOVED TO THE PROFESSIONAL RANKS. HIS FIRST TASTE OF A CUP FINAL CAME IN THE NETHERLANDS WITH FORTUNA SITTARD FC, BUT IT WAS IN 2002 THAT HE STRUCK GOLD WHEN HE WON THE UEFA CUP WITH FEYENOORD. FOLLOWING A TWO-YEAR STINT AT BV BORUSSIA DORTMUND IN GERMANY, HE RETURNED TO FEYENOORD AND WON THE KNVB CUP IN 2008. IN THE AFTERMATH OF THAT SUCCESS, HE REPLACED MARCO VAN BASTEN AS THE HEAD COACH OF THE DUTCH NATIONAL TEAM FOLLOWING EURO 2008 IN AUSTRIA/SWITZERLAND. IN HIS NEW ROLE, HE TOOK THE NETHERLANDS TO THE FINALS OF THE 2010 WORLD CUP BY WINNING THEIR QUALIFYING GROUP IN IMPRESSIVE STYLE. HE WAS A CREATIVE PLAYER WHO HAS DEVELOPED INTO A POSITIVE, IMAGINATIVE COACH AT THE TOP LEVEL – HE IS...**

# BERT VAN MARWIJK

### 1 • How would you describe your style of management/leadership?

I think it is very important that you have the respect of your players. How you do that can vary. I think you have to be a personality and maybe a father figure. You have to have a style that makes the players want to do something for you. That's important. The best thing is that they will do it because of your quality. I'm not really democratic, but I think it is vital that the players can trust you, that they know you can love them, and that you can stand among them when appropriate. But you must also be able to keep your distance. You have to be clear and honest with your players and I try to be both. Also, you have to have the guts to give them responsibility. The youth of the moment are programmed not to take responsibility. When we were growing up in the streets, we took our decisions. Now players ask you what to do next. So we must point them in the right direction and they must know that you can take decisions. You must be clear in

technical football things and, above all, you must have respect.

### 2 • Who influenced your development as a coach?

Nobody in particular. From an early age I was a player, a left-winger, and I thought I knew everything. But, later I moved to midfield and saw the game differently. Finally, I played at the back and had another perspective and it is during those playing times that I learned the most. I learned a lot from good and bad coaches, but not anyone special. I learned from my own mistakes, and I learned, from my own experiences, how players feel. When I come into the dressing room, the players must have the feeling that I know what they are thinking and feeling. They have to know that I understand. I have great respect for coaches who didn't have a professional football career, because for me it is very important that the coach and the players can understand each other.

### 3 • Rinus [Michels] used to say that it took a certain type of personality to handle the Dutch team. Do you agree?

In the Netherlands it is never good enough, even when you win 7-0 – enough is not enough. But we played in EURO 2008 and we beat Italy and France and everything was so good. Suddenly, we lost the next game because we lost focus. We seem to live in extremes. Because we are a small country we need to be creative. Some would say we have an arrogance, but this can be a strength if it means confidence and tactical intelligence. We are always thinking about tactics and how we can beat the other team. I like to use the same organisation but with a difference in the details. We always want to outsmart the opponent, because when you don't have great depth in your squad, it is not enough to battle; you have to be clever. From our history, we have always been creative people. And from what I have previously said, Rinus is right that it is

**BERT VAN MARWIJK PICTURED AFTER THE DRAW FOR THE WORLD CUP FINALS WITH THE COACHES OF TWO OF THE TEAMS THAT THE NETHERLANDS WILL BE COMING UP AGAINST IN SOUTH AFRICA: MORTEN OLSEN (DENMARK, LEFT) AND PAUL LE GUEN (CAMEROON)**



Marit/AFIP/Getty Images



PA Archive/PA Images

**The Netherlands did not drop a single point in their qualifying group. Rafael van der Vaart in action against Scotland.**

very difficult to handle a Dutch team, because everyone wants to be an individual. Also, our players are coming from different countries to join the national team and they earn a lot of money. We have a lot of different personalities to deal with, but the one common ingredient is that they all love the game, just like me and my staff.

#### **4 • From a playing perspective, what is your philosophy of the game?**

What is important for me is that we play in a way that suits the players, but also me as the coach. They have to have the qualities to do what you want – you can't ask them to do things they can't do. They have to be motivated to do what you want them to do. It is important to use the whole field and I like to have players on the wings. In midfield, we have either two deep and one in an advanced position, or the other way around, both shapes creating a triangle. We are always trying to create a third man situation. I like to play in a creative way, but I also like to win. I have never

told the team to go for a draw. We come with our approach but are able to deal with every type of opponent. My organisation stays, so that we can play our game. Some countries can perform well without the ball, while Dutch players only feel good when they have possession. Our philosophy is to build the play, to use the ball in a constructive way and not just to play long. One of the most important things today is the transition, particularly when you lose the ball. Because we like to dominate the ball, the counter against us can be the biggest danger. We try to get the ball back as quickly as possible. This means that the front and middle players must understand the need to react and to press the ball. If FC Barcelona's stars can do that, we can do that. When people look at Barça, they see their creative players, but they are also impressive in the way they respond to losing the ball. Their philosophy is the same as mine. What I like is to create situations where we have an extra man in the midfield; we train a lot to achieve that.

The execution of the pass, the timing, is so important.

#### **5 • You started out as a youth coach. What was your attitude towards player development?**

I started as a youth coach when I stopped playing and I did that for eight years. The emphasis was very much on technical work. For 19 years I was a professional player, but I never thought of becoming a coach. However, when you stop playing you want to stay in the game, because football is your world. So with the youths I started my coaching career and I focused on technical, tactical training. I am also a believer that, when possible, young players should stay at home. When you are really talented you will always become a good player anyway. But it is also important to take care of your education, to have your friends. Maybe when you are 14 years old you can move to another town to join a big club. The organisation in youth clubs in Holland is very good, even the structure of amateur



Antoniss/AFP/Getty Images

**BERT FACE  
THE CAMERAS  
IN ZEIST**

football is good. We can, however, improve the quality of the coaches. You can always make improvements. Also, we need to pay the youth coaches better, because then you motivate them even more. Youth players at top clubs don't take responsibility any more, they don't think for themselves. Everybody tells them what to do, but I like them to be trained to think for themselves. When we played on the streets we were very self-reliant. They don't do that any more. There needs to be time for free play and they need to be challenged more.

**6 • When you won the 2002 UEFA Cup with Feyenoord, what was special about that campaign?**

One thing for me was very important – we were not the biggest club, with the most money, but we had the best team that year, in that competition. The current Dutch team is capable of beating anyone, but they have to be able to sustain a high level over a long period. This is what we did at Feyenoord. We were very confident, a positive arrogance you could call it, and this showed. For example, we won away to Inter Milan, motivated by their disregard for us.

**7 • How do you reflect on your time as the head coach of Borussia Dortmund?**

I had a very good time at Dortmund. The crowd there was fantastic, with

up to 80,000 every game. I learned a lot because I was exposed to a different mentality. We in Holland are taught to say what we think and this is not the norm in Germany. I really liked being there and I gained a lot from the experience. The German players were very focused on the physical side of the game, while we in Holland are obsessed by the technical/tactical. But we can definitely learn some things from them. The amazing thing about German players is that they can win when playing a bad game, whereas for us it is very difficult to win a match when we don't play well. The Germans have a great winning mentality. We can all learn from each other and I can't understand when some people are not open and willing to learn from others.

**8 • Do you find the demands of the national team greater than those at club level?**

When you are a club coach here, at AFC Ajax or PSV Eindhoven, everyone talks about you and you are on TV every week, but when you are the coach of Holland, they talk about you every four or five weeks. But the pressure is ten times greater and that is the big difference. I cannot train with the players every day like a club coach, but I still have to produce results. With a club, the attention, the impact, is regular week after week, while the national coach comes into focus less

frequently but then the intensity is far, far greater. That is the big difference.

**9 • You have successfully worked with a lot of top players, many with strong personalities. Is there anything in particular which you have learned from this experience?**

When you are working with superstar players and you deal with them and talk to them in a normal way, and you show them that you love football, they like that. I remember my son-in-law, Mark van Bommel from FC Bayern München and Holland, telling my daughter that he thought I was a good player. He only saw me kick the ball once but, like all top players, he could instantly recognise someone who could play. The things you say, the way you walk, the way you kick the ball are all indications to players that you are a football person. They can relate to you and you can communicate with them, but it must be in a natural way. Ultimately, the players have to realise that we can only succeed by doing things together. I agree with Sir Alex Ferguson when he says that it is good for players to have an ego, a pride in what they do, and that we need to have those star players to succeed.

**10 • As a graduate of the Dutch coaching school, what is special about the training that young coaches receive there?**

When you train as a coach here in Holland, the most important thing they teach you is how to watch a game – to analyse what is going wrong and then how to train the players. What we do well here is to make the training of coaches as realistic as possible. I have contributed to our pro licence courses and talked about practical things, such as how to deal with pressure, how to deal with other cultures, how to manage your staff, etc. We want young coaches to think for themselves, to be themselves.

**11 • As you look forward to the World Cup in South Africa, what are your expectations in relation to the standard of competition and the Netherlands' chances of success?**

I'm very realistic, but at the same time I believe in something. We are capable



Vos/AFP/Getty Images

Bert van Marwijk leading a coaching session with the Dutch national team

**WITH BORUSSIA DORTMUND,  
BERT VAN MARWIJK  
GIVES FINAL INSTRUCTIONS  
TO SAHR SENESIE BEFORE  
PUTTING HIM ON THE FIELD.**



Windy/Bongarts/Getty Images



**Bert van Marwijk  
lifts the UEFA Cup  
he won with  
Feyenoord in 2002.**

Getty Images

best. All of our backroom staff are ex-players – the chief scout was a team-mate of mine and I trust him totally. If any one in your technical/medical staff becomes negative then they must go, because one little negative thing and you don't win the final.

### **13 • How do you see the future of international football?**

The signals now suggest that the biggest clubs in the world must be controlled in terms of financial fair play, and it seems that the financial crisis is helping to bring football people together. Technically the game is getting faster and better. But everyone needs to keep their own style. Because many of our players are playing abroad, the first thing I have to say to them is "now we play the Dutch way". This, of course, is possible because they were brought up and developed in Holland. The best compliment we can get is when someone says, without knowing the names of the competing sides, that it is a Dutch team. As I said before, I am realistic, but I am also idealistic, and because of that, I am very hopeful that international football will continue to blossom in the future.

### **14 • What are the main competences/qualities that a top coach needs today?**

Personality is a vital quality. The way you deal with things can be different, but you must gain respect. You must be able to influence people and to get them to do what you want. As I said earlier, when I was young I thought that I knew everything, but now I have learned to listen, although I still make my own decisions. When you are coach of a top team and you lose three or four games everyone is talking to you and some coaches are swayed by what they hear. For me, it is important not to show fear and not to be influenced by others' opinions – you must trust yourself. You also need the courage to risk making mistakes. Team selection is a priority – the right people on the pitch and the right people in the backroom staff. Your philosophy of football, your personality and your attitude are the main coaching competences at the top level of the game.

of winning against any team, but we will have to be well structured and the players will have to realise that. In the qualifying group, we had an important moment up in Iceland. We only needed a point to reach the finals and we had four games still to play, so we could have relaxed but instead we played very well. The players now realise that it never stops, that we always have to be at our best. Sometimes we don't have our top players available, either at the front or the back, but we must always defend as a team – this is very important and something I have tried to impart to them. When you defend as a team there needs to be trust among the players, and when there is trust, the confidence grows. I think we have improved in this aspect of the game. Added to this we have players who can make a difference. But we are a country of only 16 million people and when we lose three or four of our key players, it is not possible to open a door and bring in others of that level. We have to

stay fit and be at our best, mentally and tactically, if we are going to succeed. In my opinion, Spain is the best team at the moment, but England and Brazil are very dangerous.

### **12 • What kind of team-behind-the-team will you have in South Africa?**

Our team-behind-the-team includes four scouts, a goalkeeping coach and three assistant coaches – Frank de Boer and Phillip Cocu are part of this staff because they have so much experience in the EURO, World Cup and UEFA Champions League. They are at an age when it is easy for them to relate to the players, and they also get a lot of respect from everyone in our team. Also Frank played at the back, Phillip was a midfielder and I was an attacker, and this means we have specialists in each area. I give them a lot of responsibility because the team-behind-the-team is one of the most important things if we are to perform at our



PA Wire/PA Images

**CARLO ANCELOTTI  
IN DISCUSSION WITH HIS ASSISTANT  
AT CHELSEA, BRUNO DEMICHELIS**

# — FOOTBALL — ART OR SCIENCE?

**THE TITLE IS PROVOCATIVE BECAUSE IT HINTS AT PITTING ART AGAINST SCIENCE AS IF THEY WERE OPPONENTS ON THE PITCH. ON THE FACE OF IT, FOOTBALL AND SCIENCE CAN SEEM TO BE AS ALIEN TO EACH OTHER AS A FOOTBALLER AND A SCIENTIST. HOW MANY TIMES HAVE TECHNICIANS UTTERED THE WORDS “FOOTBALL IS NOT AN EXACT SCIENCE”? BUT, IN RECENT TIMES, THERE HAVE BEEN SIGNIFICANT SYMPTOMS OF COMPATIBILITY AND A DETECTABLE TREND TOWARDS THE USE OF SCIENCE TO UNDERPIN FOOTBALLING QUALITIES.**

One of the problems is that ‘science’ has become a nebulous term since its original definition as ‘possession of knowledge’. Having evolved into ‘systematised knowledge that can be made a specific object of study’, the term has since been diverted into all sorts of curious areas, such as ‘science fiction’. The history of football has been marked by an increasing use of medical science but, in the 21st century, maybe the most publicised marriage took place in 2002, when AC Milan inaugurated,

at their Milanello training complex, the MilanLab – a name which clearly links science and footballing tradition.

The declared aim of the MilanLab was to “contribute strongly to optimising the team’s results”. The tools, including chiropractic elements, were to be found in science, technology, cybernetics and psychology – only the last of which could be considered as one of the technician’s ‘traditional’ domains. The use of specialised sports psychologists in football was initially controversial (a major debating point when Spain’s gold-medal 1992 Olympic team employed one, for example) but has now become a common feature among top clubs and national teams. However, analysis was taken a stage further by one of the other publicised features of the MilanLab: a glassed-in ‘mind room’ where up to eight players can relax in ergonomic seats after training and relax for 20 minutes while their mental state is being analysed via electrodes which are attached to their scalp, chest and fingers and which transmit measurements of brainwave activity, muscle tension and sweat response to a computer. The results are combined with biochemical and neurostructural data in a fully computerised system which assesses each player’s physical and mental condition according to objective scientific data. This allows the MilanLab team to design individual preparation

programmes based on specific requirements in terms of, for example, physical training loads, nutrition or psychological preparation.

One of the salient features of the system is the predictive analysis server designed to flag up psycho-physical parameters that may indicate risk of injury. The medical staff react immediately by proposing measures to correct any anomalous values. At one point, AC Milan reported a 92% reduction in non-traumatic injuries and a dramatic drop in the need for injections.

The potential benefits of such a system were underlined when Carlo Ancelotti left the Italian club for Chelsea FC last summer – and took Bruno Demichelis to London with him. Bruno, having joined AC Milan’s backroom staff in 1987, had worked with Carlo as a player and with technicians such as Arrigo Sacchi and Fabio Capello.

“My task is to act as scientific coordinator as I did in Milan,” he told the Chelsea website when he arrived in London. “As a sports psychologist, my role is to assist the coach in order to coordinate all the activities that support the team and individual players to help them reach their highest performance levels. At top, top level, the difference between winners and losers is sometimes very, very small details: a hun-



Coffini/AFP/Getty Images

The stars of AC Milan are closely monitored by the MilanLab.



**FRANK DICK, PRESIDENT OF THE  
EUROPEAN ATHLETIC COACHES ASSOCIATION,  
SPEAKING AT A UEFA CONFERENCE**



dredth of a second or a few centimetres. The key is therefore to be thoroughly professional in every area and to be able to take decisions based on solid data rather than personal opinion.”

The English media were quick to highlight the installation of a Milan-style mind room at the Chelsea training centre in Cobham and to underline its value at a club which had sustained psychological trauma, such as the penalty shoot-out in the 2008 UEFA Champions League final in Moscow or last season’s semi-final elimination by FC Barcelona. As part of their mental training, they reported, players were encouraged to confront stressful moments rather than sweep them under the mental carpet. The same theme – and its relevance – were underscored during the recent UEFA Women’s National Team Coaches Conference where, under the title of ‘A Winning Mindset’, the renowned athletics coach, Dr Frank Dick, explained how the preparation of medal-winning athletes such as Sebastian Coe, Steve Ovett or Daley Thompson included some tough tests of mental resilience based on worst case scenarios. This was echoed by the English coach, Hope Powell, when she revealed that the silver-medallists’ preparations had also

included high-stress scenarios, such as penalty shoot-outs or how to play 10 v 11. But that’s another story...

Going back to Milan and Chelsea, Carlo and Bruno arrived at Stamford Bridge with the advantage of having previously worked together. Other technicians less versed in MilanLab principles might, however, express a degree of reticence based on territorial questions. Some coaches might regard the ‘scientific’ input as intrusion or encroachment, just as some technicians wonder what percentage of training sessions should best be conducted by the fitness coach. To what extent, for example, should laboratory data be allowed to influence team selection?

At Chelsea, a club which had already made significant progress along scientific paths before the arrival of Carlo and Bruno, this is where Mike Forde steps in. As the club’s performance director, he represents a direct link with the board of directors and, on a day-to-day basis he regards one of the important areas of his job description as being to make sure that everything fits together, to allocate the right resources to the right places and to ensure that Carlo and his backroom staff suffer no

encroachment on their coaching space. “The way Bruno fits in,” he explains, “is as one of three assistant managers, alongside Ray Wilkins and Paul Clement. In terms of piecing everything together, we’re talking about collating data from around 20 subdisciplines in physical, psychological, technical and tactical areas with a very concise objective of helping Carlo to get the best out of his players – and the players to get the best out of themselves. At this particular club, we’re talking about a group of 18 different nationalities, great cultural diversity and a workload of around 60 games. The aim is to make sure that the players are technically, tactically, mentally and physically prepared to cope with it.”

“Apart from preparing the squad for the present, we also have to project into the future,” he adds. “The current squad provides the benchmarks for future recruitment and we use science to make sure that we are assessing players in the right way. Science should be integrated in the processes of football but we definitely never look to replace the art of it. The art of coaching, the art of playing, the emotions generated – that is the heart of the game and what makes it successful.”



**Penalty kicks  
require good mental  
preparation.**



**FRANZ BECKENBAUER,  
WORLD CHAMPION IN 1974, WITH  
COACH HELMUT SCHÖN**

# FOOTBALLING QUESTIONS

**AT UEFA, WHO DISCUSSES ISSUES RELATED TO FOOTBALL AND FORMULATES THE PROPOSALS WHICH MAKE THEIR WAY TOWARDS THE EXECUTIVE COMMITTEE AND, MAYBE, TOWARDS FIFA AND THE INTERNATIONAL BOARD? ANNUAL GATHERINGS SUCH AS THE UEFA ELITE CLUB COACHES FORUM PROVIDE A PLATFORM FOR DEBATE ON PITCH-RELATED SUBJECTS. BUT THE UEFA BODY BRIEFED TO DRAW UP RECOMMENDATIONS ON NATIONAL TEAM AND CLUB ISSUES, THE LAWS OF THE GAME, PLAYER PROTECTION AND DEVELOPMENT, AND OTHER FOOTBALL-RELATED MATTERS WHICH MIGHT HAVE AN IMPACT ON THE GAME IS THE UEFA FOOTBALL COMMITTEE.**

The first meeting of the restructured committee – with seven new members – took place last November. Franz Beckenbauer was in the chair (helpfully, he is also chairman of FIFA’s equivalent committee), while

the president, Michel Platini, and general secretary, Gianni Infantino, teamed up with the technical director, Andy Roxburgh, to provide strong UEFA support to a committee which features 15 nationalities.

The agenda included an appraisal of penalty area incidents and debate on the triple-punishment scenario which can arise when a player is deemed to have committed a last-defender offence, which entails a penalty kick against his team, a red card that leaves his side a man short, and an automatic suspension of at least one match. This type of incident frequently raises questions about whether the punishment fits the crime.

Still in the penalty area, the committee offered ‘so far so good’ support to the UEFA Europa League experiment with two additional pairs of eyes on the goal lines. Apart from helping referees to minimise errors, it was felt that the mere presence of the extra official often acted as a deterrent



**Like Franz Beckenbauer, who chairs the committee, Fernando Hierro (Real Madrid CF) lifted the European champion clubs’ trophy three times, with Real Madrid.**

**THE UEFA PRESIDENT, MICHEL PLATINI,  
IN CONVERSATION WITH TWO MEMBERS OF  
THE COMMITTEE, IVAN CURKOVIC AND  
DEMETRIO ALBERTINI,  
DURING A MEETING IN NYON**



UEFA-Woods

to unfair manoeuvring and therefore helped to improve players' conduct in the penalty area – especially in set plays. At the same time, ways of pro-actively encouraging players to behave in a professional manner and not deceive referees or opponents is an issue currently being carried forward in conjunction with other bodies

within the game – from the peak right down to the grassroots.

Discussions also focused on issues related to the release of players to national teams – at youth levels as well as on senior sides – and the importance of national team football with regard to representing national

style and identity. In an era when globalisation and migratory patterns are affecting the composition of many national teams, the need for well-structured player development and coach education programmes was regarded as an important element in terms of integrating diversity and maintaining and developing a national identity which inspires pride among the public.

But, apart from the topics which might appear on their agenda, there are some interesting questions to be asked about the committee members themselves, whose terms of office run through to 2011:

- Which of them has won the World Cup as player, captain and coach?
- Which of them has won the UEFA Champions League three times?
- Which of them won bronze medals at the 1974 and 1982 World Cup finals?
- Which of them finished fourth in the 1994 finals?
- Which three of them were team-mates in the 1994 UEFA Champions League final?
- Which two of them were team-mates in the 1991 final?
- Which of them were opposing captains in a European Championship final?
- Which of them was Michel Platini's team-mate at AS Saint-Etienne?
- Which of them was the first player to be champion of Europe with two different clubs?
- Which of the others completed the same 'double' in 1994?

And many more. Never has a UEFA committee raised so many footballing questions...



UEFA-Woods

**THE UEFA FOOTBALL COMMITTEE**

- Chairman:** Franz Beckenbauer (Germany)  
**Deputy Chairman:** Vitaly Mutko (Russia)  
**1st Vice-Chairman:** Pavel Cebanu (Moldova)  
**2nd Vice-Chairman:** Dejan Savicevic (Montenegro)  
**3rd Vice-Chairman:** Grzegorz Lato (Poland)  
**Members:** Demetrio Albertini (Italy)  
 Revaz Arveladze (Georgia)  
 Miodrag Belodedici (Romania)  
 Zvonimir Boban (Croatia)  
 Ivan Curkovic (Serbia)  
 Fernando Hierro (Spain)  
 Julius Kvedaras (Lithuania)  
 Yordan Letchkov (Bulgaria)  
 Anton Ondrus (Slovakia)  
 Gordon Smith (Scotland)



Cetty Images

**OPPONENTS IN THE SAME QUALIFYING GROUP, WITH SWITZERLAND AND GREECE RESPECTIVELY, AND BOTH THROUGH TO THE FINAL ROUND, OTTMAR HITZFELD AND OTTO REHHAGEL ARE HUGELY ACCOMPLISHED COACHES.**

# THE WORLD CUP EXPERIENCE

**“EXPERIENCE IS CERTAINLY NOT A DISADVANTAGE,” SAID SIR ALEX FERGUSON ON THE EVE OF LAST SEASON’S UEFA CHAMPIONS LEAGUE FINAL IN ROME, WHERE HIS MANCHESTER UNITED SIDE TOOK ON AN FC BARCELONA TEAM LED BY ‘ROOKIE’ COACH JOSEP GUARDIOLA, AN AVID ADMIRER OF HIS SCOTTISH RIVAL, AT THE STADIO OLIMPICO. “HOW DOES HE FIND THE STAMINA TO BE SO SUCCESSFUL FOR SO MANY YEARS?” ‘PEP’ OFTEN ASKS. THE RESULT IN ROME COULD BE USED AS A CATALYST FOR DISCUSSION: HOW MUCH OF AN ADVANTAGE IS EXPERIENCE?**

More evidence may emerge from the FIFA World Cup finals in South Africa. The draw in Cape Town signalled the start of pre-tournament planning: the hotels, transport, training grounds, media arrangements, nutrition, medical facilities, use of leisure time, tickets for families and a million other details which become something of an obsession for coaches who, after a couple of years of seeing their players sporadically, suddenly have to manage the group for several weeks – and, in order to satisfy their own and their players’ sporting ambitions, the longer the better.

Over half of the coaches heading for South Africa are European. The 13 who’ll be waving the UEFA banner will, barring late changes, be joined by five others. France’s Paul Le Guen will be leading Cameroon into battle against the Dutch and the Danes in Group E, Vahid Halilhodzic from Bosnia-Herzegovina will be on the Ivory Coast bench against Brazilians, Portuguese and North Koreans, Portugal’s José Peseiro is at the South Korean helm in Group B, and Serbia’s Milovan Rajevac (Ghana) will be taking on his compatriots, Germany and an Australian side led by Dutch coach Pim Verbeek in a Group D where all four technicians are European.

It may be asking a lot for Europe to provide all four semi-finalists, as was the case in 2006, though Marcello Lippi and Raymond Domenech would undoubtedly settle for a rematch between Italy and France in the final. Significantly, they are the only two coaches of European national teams to double up at the 2006 and 2010 World Cups. Even this is not an accurate gauge of longevity, as Marcello stepped down after victory in Germany and returned to the job in the summer of 2008. On the other hand, Joachim Löw could also draw shades of meaning, having started as No. 2 to Jürgen Klinsmann in August 2004 and shared the bench with him during Germany’s bronze-medal campaign in 2006.

So what is ‘experience’? Is it experience in coaching? Or is it experience acquired in the specific task of leading a national team into a major tournament?

In terms of coaching experience, the men at the helms of Europe’s 13 successful qualifiers amass enormous riches. Four of them – Fabio Capello, Vicente Del Bosque, Ottmar Hitzfeld and Marcello Lippi – have been



Empiris

Morten Olsen, the longest serving of the European coaches at the 2010 World Cup



**ALL COACHES DREAM OF EMULATING MARCELLO LIPPI AND WINNING THE WORLD CUP.**

UEFA Champions League winners and most of their track records make extensive reading.

When the final tournament kicks off on 11 June, the average age among the coaches of the European teams will be 58 years and 4 months. Curiously, the average is slightly misleading in that only five are below it: Slovenia's Matjaz Kek (48), Slovakia's Vladimir Weiss (the debutants' head coach is the youngest at 45), Germany's Joachim Löw (50), Portugal's Carlos Queiroz (57) and, marginally, the Dutch head coach, Bert van Marwijk. Six of the other eight will have passed their 60th birthdays.

The trend away from recently retired former players raises a debating point about whether national association recruiters have been influenced by the profiles of recent gold medallists. Marcello Lippi was 58 when he lifted the Jules Rimet trophy in 2006. Luís Aragonés was a few days short of his 70th birthday when the Spanish national team won EURO 2008 in Vienna. And Otto Rehhagel was just about to blow out 64 candles when Greece became champions of Europe in Lisbon in 2004.

Otto is also a front runner in terms of the other type of experience – the experience acquired in a specific job. Having coached the Greek national team since 2001, in terms of continuity he is second only to Morten Olsen, who has been leading the Danish national team since 2000 and whose World Cup coaching experience dates back to the 2002 finals. Having taken the baton of the French team in July 2004, Raymond Domenech is third on the long-service list, while Joachim Löw, at the German helm since July 2006, is fourth.

It means that a tenure of four years has become an exception rather than a rule. Only 3 of the 13 coaches who are heading for South Africa occupied the same position as recently as EURO 2008. Apart from the four long-servers previously mentioned, Slovenia's Matjaz Kek, appointed in 2007, is the 'senior citizen'. The other eight were appointed in 2008 – a statistic which underlines the trend towards relatively brief cycles of national team management and, in consequence, a limited amount of specific experience carried from one major event to another. Answers to questions about how important this will be provided in a few months' time. In the meantime, we can only congratulate the European technicians



Vladimir Weiss, national coach of Slovakia, is in the unusual position of having his own son, and namesake, in his squad.

who came successfully through the qualification stages and wish them the best of luck as they prepare to take on the rest of the world in South Africa and, in most cases, enjoy a first taste of the World Cup experience.

Country	Coach	Since
Denmark	Morten Olsen	2000
England	Fabio Capello	2008
France	Raymond Domenech	2004
Germany	Joachim Löw	2006
Greece	Otto Rehhagel	2001
Italy	Marcello Lippi	2008
Netherlands	Bert van Marwijk	2008
Portugal	Carlos Queiroz	2008
Serbia	Radomir Antic	2008
Slovakia	Vladimir Weiss	2008
Slovenia	Matjaz Kek	2007
Spain	Vicente Del Bosque	2008
Switzerland	Ottmar Hitzfeld	2008



UEFA-Woods

## THE ADDITIONAL REFEREES EXPERIMENT – A TRIAL RUN IN AUGUST

# REFEREEING MATTERS

**THE 2009/10 SEASON IS HIGHLY ACTIVE ON THE REFEREEING FRONT, WITH LARGE AMOUNTS OF SPACE ON THE SPORTS PAGES DEDICATED TO THE EXPERIMENT WITH ADDITIONAL ASSISTANT REFEREES WHICH, AS UEFA'S PRESIDENT, MICHEL PLATINI, HAS STATED, "OFFERS ADDITIONAL HUMAN RESOURCES AND DIFFERENT ANGLES TO PROVIDE BETTER COVERAGE OF INCIDENTS WHICH A SINGLE REFEREE MIGHT NOT SEE." IT'S PUBLIC KNOWLEDGE THAT THE UEFA EUROPA LEAGUE IS BEING USED AS A TEST BED FOR THE FIVE-MAN TEAMS FEATURING TWO GOAL-LINE OFFICIALS. BUT THE BEHIND-THE-GOAL-LINE ACTIVITY HAS TO BE BACKED BY BEHIND-THE-SCENES ACTIVITY.**

Detailed preparations began last August with a course for 48 referees in the premier and second categories, plus 48 observers and International Board instructors. National associations were invited to name two extra officials for three matches apiece during an experiment originally designed to cover the 144 fixtures in the group phase of the UEFA Europa League. But at FIFA's request, testing has now been extended

into the knockout rounds, going right through to the final in Hamburg on 12 May and, in the meantime, feedback from referees and observers is being collated by a central coordinator before the IFAB makes a final decision.

One of the challenges is to maintain optimal communication within a larger referee team. And it will be interesting to ask whether an increased input of

information makes it more difficult for the referee to take instant decisions. Positional play has also been readjusted, with the referee no longer running the traditional diagonal but, with a view to forming a visual triangle with the touchline and goal-line assistants, taking a more central position in the final third of the pitch – where there is a potentially higher risk of impeding play. Another factor to bear in mind is that, during the pilot scheme, referees have to switch between the traditional format for domestic games at weekends and the experimental formula for a midweek game in Europe. Time will tell...

But there has been more activity on the refereeing front. During the build-up to the European Futsal Championship finals, a course for Category 1 referees was staged at Italy's national training centre in Coverciano. Apart from DVD sessions, the officials went through the new FIFA fitness tests designed specifically for the indoor game, featuring 10-second high-intensity yo-yo sprints along with agility exercises over a distance of 40 metres. It has to be said that the outdoor refs who tried it found it quite tough... After the course, a squad of 16 was selected for the first 12-team final tournament in Hungary in January.

By that time, five applications to join the UEFA Referee Convention had been put on the UEFA Executive Committee agenda, with ratification of Cyprus, Italy, Lithuania, Moldova and Wales set to bring the total number of signatories to 30. As the remaining 23 member associations are at various stages in the process of implementing the quality and organisational criteria, the target of completing the circle by the end of the 2011/12 season looks feasible. "We've passed the halfway mark in a very short period of time," says UEFA's head of refereeing, Yvan Cornu, "but there's still a long way to go. Let's just say that it's a good achievement, but..."



Getty Images

Fulham v CSKA Sofia in the UEFA Europa League, with an additional assistant referee officiating



# TRAINING ROUTINE

BY **WIM KOEVERMANS**  
High Performance Director of the FA of Ireland

## The Overlap Practice



### DRAWING 1

- 8 players + 1 goalkeeper
- After warming up, wing play + finishing
- A players rotate  
B players in position
- Demand for quality passing / crossing and finishing
- Half of full-size pitch
- Other group of 8 + GK work on other half of the pitch



### DRAWING 2

- 4 players + GK : 4 players
- Aim: wing play / overlap
- 2 groups of 8 work on half of the pitch



### DRAWING 3

- 16 players + 2 GKs
- Aim: wing play
- Overlap fullbacks
- Full-size pitch
- Left v right wing

## AGENDA

2010

### January 19 – 30

- European Futsal Championship 2009/10 Final Round (Hungary)

### February 2 – 4

- Elite Referees Course (Malta)

### February 7

- EURO 2012 Draw (Warsaw)

### February 9 – 11

- 5th UEFA Medical Symposium (Stockholm)

### February 16

- Start of the UEFA Champions League 2009/10 knockout phase

### February 18

- Start of the UEFA Europa League 2009/10 knockout phase

### April 13 – 16

- 18th UEFA Course for Coach Educators (Florence)

### May 12

- UEFA Europa League 2009/2010 Final (Hamburg)

### May 18 – 30

- European Under-17 Championship 2009/10 – Final Tournament (Liechtenstein)

### May 19

- 1st UEFA Grassroots Day (Madrid)

### May 20

- UEFA Women's Champions League Final (Madrid)

### May 22

- UEFA Champions League Final (Madrid)



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