



UEFA

WOMEN'S  
CHAMPIONS  
LEAGUE.



**UEFA Women's Champions League 2011/12**  
Club Manual

## INTRODUCTION

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## 1. INTRODUCTION

### 1.1. Message from the UEFA President

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The 2010/11 UEFA Women's Champions League was the second edition of Europe's most prestigious women's club competition and it proved a great success among players, fans and media alike. The French side, Olympique Lyonnais, were crowned European Champions at Craven Cottage, when the competition reached its climax at the mystic home of Fulham FC, on Thursday 26 May, in front of 14,303 football lovers and 306 accredited media representatives.

With a record number of 122,131 football fans present in the stadiums throughout the season to witness great matches from the qualifying round to the final, there is no question that the UEFA Women's Champions League has reached even higher standards. Being part of the competition this season not only entitles your club to play against some of the best European teams in women's football, it also gives you the responsibility to comply with the requirements and guidelines contained in this manual, thus contributing to enhance the quality and prestige of the competition.

The road to Munich, where the final will take place on Thursday, 17 May 2012, two days before the UEFA Champions League final, promises to be attractive and will offer fans some thrilling ties between top European club sides.

I hope this manual will leave no open questions regarding your participation in the UEFA Women's Champions League. It is now time for me to wish you the best of luck for the forthcoming season. Enjoy the game!

Yours in football,



Michel Platini  
UEFA President

## 1.2. Definitions

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The following words shall have the following meanings:

**“Manual”** means this UEFA Women’s Champions League Club Manual;

**“Brand Identity”** means the UEFA Women’s Champions League brand identity developed by UEFA;

**“Clubs”** means the football Clubs participating in the UEFA Women’s Champions League;

**“Final”** means the final match of the UEFA Women’s Champions League;

**“Host”** means the host club of the match or mini-tournament;

**“LOC”** means the Local Organising Committee appointed by the host club to organise the match or mini-tournament;

**“Logo”** means the UEFA Women’s Champions League Logo;

**“UEFA Women’s Champions League Materials”** means all the applications developed by UEFA as part of the Brand Identity;

**“Competition Regulations”** means the *Regulations of the UEFA Women’s Champions League*

## 1.3. Use of the Manual

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The UEFA Women’s Champions League Competition & Brand Manual is directly linked to the *Regulations of the UEFA Women’s Champions League 2011/12* and contains further information and guidelines for participating clubs. It is an official UEFA document.

This Manual should be used in conjunction with the *Regulations of the UEFA Women’s Champions League* which shall always prevail in the event of conflict with the content of the Manual.

Additionally, it should be noted that while sections of the Manual contain extracts from the Competition Regulations, the Competition Regulations contain matters which are not covered by this Manual (for example, competition system, player eligibility, disciplinary law and procedures, etc).

Furthermore, this manual should be used together with the UEFA Women's Champions League Brand Manual

which provides brand support, including artwork, broadcast and digital support, to clubs and broadcasters to help them promote the competition.

Whenever reference is made to a mini-tournament, the same principles may be applied to the organisation of a single match, with the appropriate adjustments.

Should you have any questions about the use of this Manual, please contact UEFA at the addresses provided in Section 9.

## 1.4. Purpose

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The Manual is intended as a tool to assist Clubs hosting matches in the competition to:

- organise high-level mini-tournaments (qualifying round)
- organise high-level home matches (round of 32, round of 16, quarter-finals, semi-finals)
- provide the visiting teams, referees and UEFA representatives with the highest possible level of service so that they can fully concentrate on their matches and duties
- provide the participating teams with the best possible conditions to ensure they can play high-quality football
- provide modern and adequate infrastructure that meet the expectation of the players
- ensure that the same level of organisation can be found through-out Europe
- promote the matches and, consequently, realise maximum stadium attendances and media coverage
- realise their commercial potential
- ensure a consistent application across all visual and sound media so that football fans recognise the UEFA Women's Champions League message in the written press, on television and in the stadiums where the matches are played
- raise the competition profile and impact

Clubs attain experience in organising high-level competition matches, which experience may also be applied in the preparation of their domestic league matches.

## 1.5. Responsibilities

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In hosting a match in this competition, the Host is responsible for organising this event according to the Competition Regulations and for implementing the guidelines contained in this Manual as far as possible.

The Host is requested to assist the visiting teams and the UEFA representatives in any matters related to the mini-tournament or match and their travel arrangements (e.g. customs formalities, delayed departure, force majeure events).

Moreover, the Host is responsible for ensuring a safe and secure environment for the participating teams, officials,

referees, UEFA representatives and, not least, the spectators. In this respect, we refer to the relevant UEFA regulations as well as to section 3.9.7 of this Manual.

The Host must observe any deadlines set and respect any decisions taken by the UEFA administration.

Furthermore, in order to protect the UEFA Women's Champions League Brand Identity, the Host must observe the provisions as stipulated in the *UEFA Women's Champions League Brand Manual*.

## THE COMPETITION

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## 2. COMPETITION

### 2.1. The Competition

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#### 2.1.1. Introduction

The UEFA Women's Champions League has a qualifying round, played in the form of mini-tournaments with four teams each, followed by knock-out matches with a round of 32, a round of 16, quarter-finals and semi-finals.

The final will be played in one single match in the same city as the UEFA Champions League final (2012 Final in Munich, Germany).

The qualification path to the round of 32 depends on the number of entries for the competition.

For further information, please refer to the Regulations of the *UEFA Women's Champions League 2011/12*.

#### 2.1.2. Qualifying Round

Unless the four teams in question agree otherwise, mini-tournaments must be organised according to the following schedule:

**MD1 11 August 2011**

1 vs 3 and 2 vs 4

**MD2 13 August 2011**

1 vs 4 and 3 vs 2

**MD3 16 August 2011**

2 vs 1 and 4 vs 3

#### 2.1.3. Round of 32

**MD1 28 or 29 September 2011**

**MD2 5 or 6 October 2011**

#### 2.1.4. Round of 16

**MD1 2 or 3 November 2011**

**MD2 9 or 10 November 2011**

#### 2.1.5. Quarter-Finals

**MD1 14 or 15 March 2012**

**MD2 21 or 22 March 2012**

### 2.1.6. Semi-Finals

MD1	14 or 15 April 2012
MD2	21 or 22 April 2012

### 2.1.7. Final

Final:	17 May 2012
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## 2.2. Choice of a Mini-Tournament Host

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The competition entry documents include a form on which Clubs can indicate their interest in hosting a mini-tournament in the qualifying round. The information provided on this form will allow UEFA to select hosts if the number of interested Clubs exceeds the number of mini-tournaments.

### 2.2.1. Qualifying Round

In principle, the UEFA administration will decide on the qualifying round mini-tournament hosts prior to the draw.

If there are more Clubs interested in hosting a mini-tournament than mini-tournaments to be allocated, the UEFA administration will choose hosts according to the following criteria:

- quality of the infrastructure (stadiums, tournament hotel, etc)
- travelling distances
- promotional concept
- previous experience as a host
- development of women's football

If there are fewer Clubs interested than mini-tournaments to be allocated, the UEFA administration will conduct a draw to determine the hosts.

## 2.3. Workshops

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### Round of 32

UEFA will organise a Workshop with the teams participating in the round of 32 on 23 August 2011 at the House of European Football in Nyon, Switzerland, at the time of the draws for the round of 32 and round of 16.

### Quarter-Finals

UEFA will organise a Workshop with the teams participating in the quarter-finals on 17 November 2011 at House of European Football in Nyon, Switzerland,

at the time of the draws for the quarter-finals and semi-finals.

### Representation

For each Workshop, Clubs will be invited to send one representative. This representative should be the person who has been assigned the responsibility for administrative and organisational matters for the UEFA Women's Champions League during a club's participation in the competition (UEFA Women's Champions League Coordinator).

## 2.4. Financial Provisions

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### 2.4.1. Qualifying Round

The Host retains its receipts and bears all organisational costs, including the provision of the facilities and services specified in Annex III of the Competition Regulations.

The Host bears the following costs for the visiting teams:

- the board and lodging in a hotel of at least medium standard for a maximum of 24 persons per delegation
- local transport
- laundry service for the match kit of the competing teams and referees

The Host's obligations commence one day before the first matchday and end one day after the last matchday.

### Contribution from the Visiting Clubs

To help cover the costs of the mini-tournament, the Host receives a contribution from the national associations of the visiting Clubs amounting to EUR 20,000 per visiting Club. This amount will be debited from the UEFA accounts of the visiting associations concerned and credited to the UEFA accounts of the Host's association on completion of the mini-tournament.

## Contribution from the Association of the Host

The association of the Host will contribute to the mini-tournament budget the amount of EUR 20,000 it is saving by its Club not participating in a mini-tournament abroad.

## International Travel Expenses

The visiting Clubs cover their international travel expenses to and from the mini-tournament venue.

## UEFA Representatives' Costs

UEFA will credit the association of the Host with an amount of EUR 20,000 to cover the costs of board and lodging of the official UEFA representatives, i.e. referees, UEFA match delegate, UEFA referees observer and, if applicable, the tournament Advisor, as well as any costs incurred due to a possible preliminary site visit.

## 2.4.2. Knock-Out Matches

In principle, each Club retains its receipts and bears all expenses.

The visiting club assumes its expenses for travel, board and lodging, unless the two Clubs agree otherwise.

The Host assumes the costs of local transport for the visiting Club.

For each phase played, UEFA pays each participating team the following amount to help cover the financial demands connected with participation in that particular round, including the costs of board and lodging for the official UEFA representatives at the club's home match:

- round of 32 EUR 20,000
- round of 16 EUR 20,000
- quarter-finals EUR 20,000
- semi-finals EUR 20,000

This contribution is credited to the Club via its association which, as the body responsible for the care of the referees' team, may deduct the associated costs.

## 2.5. Commercial Concept

“Commercial Rights” means any and all commercial and media rights and opportunities in relation to the competition, including, without limitation, the following: (a) all current and/or future world-wide visual, audio-visual and sound-broadcasting rights of still and/or moving images transmitted via radio, television, or current and/or future electronic media (including Internet and wireless technology); and (b) all marketing, sponsorship, advertising, licensing, merchandising, publishing, betting, gaming, retailing, music and franchising rights and opportunities, as well as any data and statistics rights in and in relation to the competition.

### 2.5.1. Qualifying Round, Round of 32, Round of 16, Quarter-Finals and Semi-Finals

Member associations and their affiliated organisations or clubs are authorised to exploit the commercial rights to the matches that take place under their respective auspices.

The mini-tournament Hosts hold the commercial rights of all matches played in the respective mini-tournament.

In exploiting the commercial rights, they must observe the stipulations of Article 48 of the *UEFA Statutes*, as well as the regulations governing the implementation of the said article and

any other instructions or guidelines issued by UEFA from time to time. No member association and/or its affiliated organisation or Club may participate in, or allow any third party to use rights granted by such member associations and/or affiliated organisation or Club in, any aggregation of commercial rights in any way that would permit third parties to create an association with the qualifying round or any other round of the competition, any mini-tournament and/or the UEFA Women's Champions League generally, whether through the use of a branded marketing programme or otherwise.

The commercial rights to matches may not be sold unless an appropriate fee is paid. Revenue from the exploitation of these rights constitutes part of the match revenue and is retained by the host association or its affiliated organisation or Club.

Any contracts concluded by member associations or their affiliated organisations or Clubs in relation to the competition and/or for the exploitation of commercial rights regarding the competition must be presented to UEFA upon request.

All contracts for the exploitation of media rights regarding the competition must contain:

- Article 48 of the *UEFA Statutes* as well as the regulations governing the implementation of Article 48 as an integral part of the contract; and
- a stipulation guaranteeing that if any amendments are made to the Competition Regulations, then such contracts can be adapted to incorporate the amended provisions within 30 days of the regulations coming into force.

Member associations and their affiliated organisations or Clubs shall undertake to provide UEFA – free of charge, and at least 24 hours prior to the kick-off of the match – with access to the television frequency information for receiving the broadcast signal of the relevant match in the competition at a location of UEFA's choice. For the purpose of directly or indirectly promoting the UEFA Women's Champions League, these broadcasts may be recorded by UEFA for editorial purposes, while a copy of the recording will be available for the respective home club upon request. If the signal is unavailable, member associations and their affiliated organisations or clubs undertake to provide UEFA with a recording of the entire match – free of charge, in HDCAM or, if not available, in Digibeta (or another broadcast standard to be confirmed with UEFA in advance) – to be sent to the destination of UEFA's choice within seven days of the match.

For the above purposes, and in particular within programmes produced by or on behalf of UEFA to be broadcast in any form of media, the person who owns such rights shall grant UEFA the right to use and exploit, and authorise others to use and exploit, by any and all means and in any and all media whether now known or invented in the future, throughout the world, for the full duration of such rights up to 15 minutes of audio and/or visual material from each match, free of charge without requiring any clearances, including payment of any associated clearance costs. Member associations and/or their affiliated organisations or clubs each acknowledge that such use may be aimed in particular to directly or indirectly promote the UEFA Women's Champions League, including within programmes produced by or on behalf of UEFA.

Member associations and/or their affiliated organisations or clubs may not use or authorise any third party to use any of the UEFA Women's Champions League trademarks, music or any graphic material or artistic forms developed in connection with the UEFA Women's Champions League in programmes, promotions, publications or advertising or otherwise without the prior written consent of UEFA or if not specially permitted in the Competition Regulations.

All contracts that a member association and/or their affiliated organisation or club (or any third party acting on behalf of a club) enters into in respect of any commercial rights authorised by the Competition Regulations in relation to the competition must expire on 30 June 2012 at the latest or contain a clause allowing the relevant member association, affiliated organisation or club (or any third party acting on its behalf) to terminate any such contract (or be able to release its rights) as of this date.

### **2.5.2. Final**

UEFA is the exclusive owner of all commercial rights in relation to the final match and is solely responsible for negotiating and concluding contracts in relation thereto.

No existing contracts of any kind, including for the exploitation of audio-visual, sound-broadcasting, interactive and electronic media rights, advertising, merchandising and licensing, reserved seats or any other rights (if any) granted in relation to the training facilities will be recognised for the final match.

## 2.6. Advertising on Kit

The *UEFA Kit Regulations* (2008 edition) apply to all matches in the competition.

### 2.6.1. Kit Approval

Each Club taking part in the Competition must submit a copy of the official kit approval form by the deadline indicated in section 8.2.

Kit used by the finalists must be approved by the UEFA administration. Clubs must submit samples of their first-choice and second-choice kit, including the goalkeeper's kit (shirt, shorts and socks) to the UEFA administration by the deadline indicated in section 8.2. At a Club's request, the UEFA administration may extend the aforementioned deadline as far as the announcement of the shirt sponsor is concerned.

Kit authorisation granted by the UEFA administration is valid only for the season in question.

### 2.6.2. Colours

In order to minimise colour clashes, a team's first and second-choice kit must differ visibly and contrast enough so they could be worn by opposite teams in a match.

For all competition matches, the home team has the first choice as to which of its official kits announced on the kit approval form it wears for its home matches. The clubs agree on the colours to be worn from the kits announced on their kit approval forms. If clubs are unable to agree on the colours to be worn by their teams, they inform the UEFA administration who will take a final decision.

- In the case of mini-tournaments, if there is a clash of colours, the team designated as the "away" team must wear other colours.
- For the round of 32 onwards, both teams may wear their first-choice kits. However, if there is a clash, the away team must wear other colours. If the clubs are unable to agree on the colours to be worn by their teams, the UEFA administration decides. If the referee notices on the spot that the colours of the two teams could lead to confusion, she decides

on the colours after consulting the UEFA match delegate and the UEFA administration. As a rule, in such cases it is the home team that has to change colours for practical reasons.

- For the final, both teams may wear their home colours. However, if there is a clash, the team designated as the away team must wear alternative colours. If a clash still exists and the team officials are unable to agree, the UEFA administration will decide on the colours. If the referee notices on the spot that the colours of the two teams could lead to confusion, she decides on the colours, after consulting the UEFA match delegate and the UEFA administration. As a rule, in such cases it is the away team that has to change colours.

### 2.6.3. Player Numbers

Players must wear set numbers between 1 and 99. No number may be used by more than one player on a team and no player may use more than one number in the course of a season. The numbers on the back of the shirts must correspond with the numbers indicated on the official player list. The number 1 must be worn by a goalkeeper.

### 2.6.4. Player Names

For the final, players' names must be shown on the back of shirts (see Article 11 of the *UEFA Kit Regulations*).

### 2.6.5. Shirt Sponsor(s) up until the Final

For all matches in the competition except for the final, clubs may use the shirt which has been approved for domestic competition matches provided that the sponsor advertising on the shirt complies with Article 31 of the *UEFA Kit Regulations*. No sponsor may appear on the shorts and socks.

### 2.6.6. Shirt Sponsor for the Final

For the final only one sponsor is allowed on the front of the shirt.

The sponsor has to be approved by the member association and used in one of the domestic competitions as a shirt sponsor and it has to comply with Article 31 of the *UEFA Kit Regulations*. No sponsor may appear on the shorts and socks.

The total area used for sponsor advertising on the shirt of the playing attire must not exceed 200 cm<sup>2</sup>.

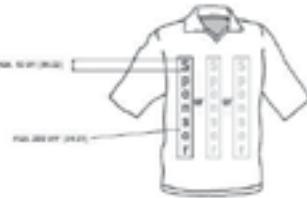
The form of advertising is unrestricted. The advertising surface may be placed on the front of the shirt either:

- a) horizontally, across the chest of the shirt (Fig A); or
- b) vertically, on the right or left side, or in the centre of the torso (Fig B).

Fig. A



Fig. B



The height of the letters must not exceed 10 cm. The choice of script and colour of the lettering is free, but no manufacturer identification, decorative or other elements may be incorporated.

### 2.6.7. Change of Shirt Sponsor

Clubs may change their shirt sponsor no more than twice during the same UEFA season.

Starting the competition without a sponsor but subsequently using one is not considered as a change of sponsor.

A change regarding the content of the sponsor advertising is considered to be a change of sponsor, even if the sponsor remains the same.

### 2.6.8. Deadline for Changes of Shirt Sponsor

Clubs which want to change their shirt sponsor in accordance with paragraph 17.11 of the Competition Regulations, must follow the requirements detailed in paragraph 33.04 of the UEFA Kit Regulations (2008 edition) and submit their request to the UEFA administration at least ten working days prior to the first match in which they wish to use the new sponsor.

### 2.6.9. Competition Badge

For the final, the UEFA Women's Champions League competition badge must appear on the free zone on the right shirt sleeve. UEFA will provide the clubs concerned with sufficient badges to cover their needs (as determined by UEFA) throughout the competition. The UEFA Women's Champions League badge may not be used in any other competition or for any other purpose, including commercial or promotional activities.



## 2.6.10. Titleholder Badge

The reigning titleholder must wear the UEFA Women's Champions League titleholder badge instead of the UEFA Women's Champions League competition badge on the free zone of the right shirt sleeve. UEFA will provide the club concerned with sufficient badges to cover its needs (as determined by UEFA) throughout the competition. The UEFA Women's Champions League titleholder badge may not be used in any other competition or for any other purpose.



## 2.6.11. Respect Badge

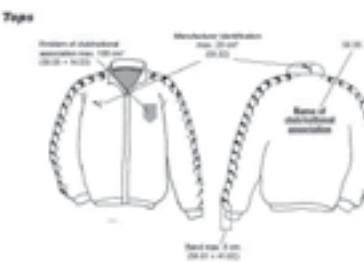
For the final, the UEFA Respect badge must be worn horizontally and in the centre of the free zone of the left shirt sleeve. UEFA will provide the clubs with sufficient badges to cover their needs (as determined by UEFA) throughout the competition. This badge may not be used in any other competition or for any other purpose, including commercial or promotional activities.



## 2.6.12. Items which do not form part of the Playing Attire

For the final, all items worn by players and club officials which do not form part of the playing attire (shirt, shorts and socks) must be free of sponsor advertising. Manufacturer identification is allowed in accordance with chapters VIII, IX and X of the UEFA Kit Regulations. This provision applies:

- to any official training session before the match;
- to any media activities (in particular for interviews and press conferences and appearances in the mixed zone) before and after the match;
- on the day of the match from arrival at the stadium until departure from the stadium.



### 2.6.13. Special Material used in the Stadium for the Final

For the final, all special material used in the stadium, such as kit bags, medical bags, drink containers, etc., must be free of sponsor advertising and/or manufacturer identification.

This provision applies:

- to any official training session before the match;
- to any media activities (in particular for interviews and press conferences and appearances in the mixed zone) before and after the match;
- on the day of the match from arrival at the stadium until departure from the stadium.



### 2.6.14. Balls and Official Ball

Balls must comply with the *FIFA Laws of the Game* as well as with Article 63 of the *UEFA Kit Regulations*. The Host must provide the visiting club with match balls of excellent quality for its training session the day before the match (MD-1) as well as for warming up before the match. These match balls must be the same as those used for the match.

As of the quarter-finals UEFA will provide clubs with the official match ball of the UEFA Women's Champions League Final (OMB) which should be used for the quarter-final and semi-final matches.

The OMB must be used for the final match and for the official training sessions on the day prior to the match.



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### 3. GENERAL ORGANISATION

#### 3.1. UEFA Representatives

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Every match or mini-tournament involves the following persons from UEFA, who are on site to liaise with the Clubs:

##### **UEFA Match Delegate**

The UEFA match delegate has full overall authority for all aspects of match or mini-tournament organisation.

The LOC as well as all participating clubs are welcome to raise any issues regarding a match or mini-tournament organisation with the UEFA match delegate, who will revert to the UEFA administration, if necessary.

For matches, or for mini-tournaments where a UEFA tournament advisor is not appointed, the UEFA match delegate is requested to provide uefa.com with editorial information for promotional purposes (see tasks UEFA tournament advisor).

##### **UEFA Referee Observer**

The UEFA referee observer deals with all matters related to refereeing.

##### **Official UEFA Referees**

For the qualifying round mini-tournaments UEFA appoints three referees from three different countries

plus three assistant referees, one from each of these countries. The three assistant referees are proposed by the associations of the three referees.

The association of the Host appoints one substitute referee (fourth official) plus one assistant referee, in principle, for the entire mini-tournament. If the referee has to be substituted, the fourth official will replace her.

For the round of 32 onwards, UEFA appoints one referee and two assistant referees from the same country. The two assistant referees are proposed by the referees' association. The association of the Host appoints one substitute assistant referee (fourth official). If the referee has to be replaced, the assistant 1 will continue to referee the match; the assistant 2 will take the role of assistant 1 and the fourth official will act as assistant 2.

However, UEFA may appoint one referee as well as two assistant referees and one fourth official (substitute referee) from the same country. The assistant referees and fourth official are proposed by the referee's association. If the referee has to be substituted, the fourth official will replace her.

## **UEFA Tournament Advisor (mini-tournaments only)**

The role of the tournament advisor is to provide support to the Host, visiting teams, referees and the UEFA match delegate. She/he will advise the Host on the mini-tournament organisation.

The tournament advisor is not appointed to take over responsibility for the mini-tournament organisation, which responsibility remains with the Host.

## **Venue Data Coordinator (VDC)**

UEFA appoints a Venue Data Coordinator (VDC) for all UEFA Women's Champions League matches. The VDC's role is to gather live data during the match and transmit them to UEFA. These data serve as the groundwork for the activities of the UEFA Disciplinary Unit, UEFA Match Operations, Refereeing and uefa.com. The Disciplinary Unit will study further the data collected to detect and act upon irregular betting activities through its Fraud Detection Unit. The VDC will:

- attend the Match Day Organisational Meeting to obtain latest squad information from the teams
- obtain a copy of the original Match Sheet before the match
- enter online event information during the match (published live on uefa.com)
- meet with the referee after the match for validation of the match data

The host club must ensure that the VDC is provided:

- with a commentary position (or an equivalent position) with dedicated broadband internet access, which needs to be in place from the morning of the match until 90 minutes after the final whistle, and
- with an accreditation permitting access to the referees' dressing room.

All costs and transportation are organised by UEFA.

## **3.2. The LOC**

To facilitate the co-operation between the Host and UEFA, the Host must appoint a person (UEFA Women's Champions League Coordinator), responsible for administrative and organisational matters, who is fluent in English. The UEFA Women's Champions League Coordinator needs to have the

full authority of the club board and management to decide upon operational issues in connection with the match organisation.

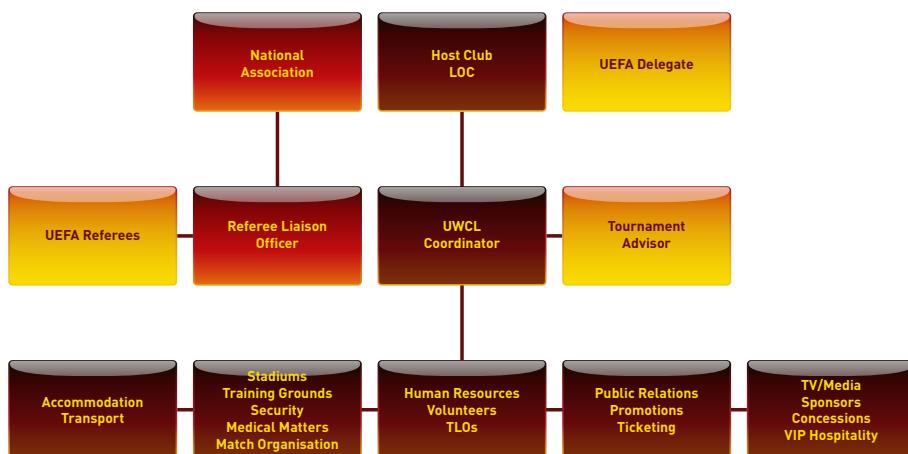
Preferably, the organisation of a mini-tournament or match should be undertaken by a Local Organising

Committee (LOC), which is headed by the UEFA Women's Champions League Coordinator. The LOC should consist of the club press officer, the stadium authorities, the city, the police and the fire brigade as well as any other public authorities' representative(s) required.

Volunteers to assist with the mini-tournament/match organisation may

be recruited from amongst current or former football players, current or former national or international referees, youth players, retired persons, club members, regional football association members, students, etc.

A possible LOC organisational chart follows:



The LOC should be set up in good time before the start of the mini-tournament and should be comprised of at least the following persons, who have the authority to fulfil their various tasks:

A UEFA Women's Champions League Coordinator who:

- has total control over the entire event
- is available 24 hours per day during the entire event

- must have a good knowledge of English
- should not have a leading role with her/his own team

A Manager for Accommodation and Transport who is responsible for:

- the hotel reservations and ensures that all teams and UEFA representatives are provided with the appropriate rooms, facilities (equipment room, massage room, meeting room, etc.) and services

- ensuring that the necessary vehicles are provided to the teams as described in section 3.6

A Manager for Sports Facilities and Match Organisation who is responsible for:

- ensuring that the facilities and services are provided in accordance with the stadium and training ground sections of this Manual
- ensuring that the necessary measures are taken and requested facilities are provided for the medical arrangements and doping controls as described in section 3.9.6
- informing the competent local authorities about the staging of the mini-tournament or match
- the implementation of all directives given by the local authorities and UEFA regarding safety and security (no sales of alcohol, removal of dangerous materials at the venue, racist behaviour, prevention of pitch invasion and securing the technical zone, etc.)
- ensuring that an adequate number of ground staff and police are present at each match to guarantee safety and security in the stadium
- ensuring that all necessary measures are implemented in a way that teams, officials, spectators, etc. are accommodated in a safe, comfortable and friendly environment

A Manager for Human Resources who is responsible for:

- recruiting volunteers
- coordinating the team liaison officers

A Manager for PR, Promotion and Ticketing who is responsible for:

- ensuring an appropriate promotion of the tournament/match
- preparing and implementing a ticketing strategy as outlined in section 7.3

A Manager for TV/Media, Sponsors, Concessions and VIP Hospitality who is responsible for:

- ensuring that the local and international media are provided with the necessary facilities at the stadiums as described in section 4.2
- coordinating all media activities and ensuring a high level of media servicing as outlined in section 6.1
- exploiting the Commercial Rights to the match(es) taking place under their auspices (with the exception of the Final)
- coordinating the matchday concessions
- ensuring the necessary measures are taken for the VIP hospitality on matchday as outlined in section 4.1.16

Provided the work volume permits, and if deemed appropriate, a person within the LOC may occupy several positions and assume responsibility for various tasks.

### **Referee Liaison Officer (RLO)**

The national association of the Host is responsible for appointing an RLO who must be actively involved in refereeing matters. This RLO must speak fluent English and be familiar with the region where the tournament is taking place. She/he is responsible for transporting the referees and referee observer throughout their stay, including making provisions for vehicle(s) for this purpose (minimum of nine seats).

### **Team Liaison Officers (TLO)**

The Host must do their best to ensure that the visiting teams are satisfied with the facilities and services provided. For this purpose, and in order to assist the participating teams in all matters during their stay in the host country, a TLO must be at their disposal 24 hours a day from their arrival at the airport until their departure.

The LOC should organise a briefing with the TLOs before the mini-tournament, during which all the necessary information should be provided and detailed explanations given regarding their tasks.

TLOs should meet the following requirements:

- good knowledge of the English language and the language of the team for which she/he will act as team liaison officer
- good knowledge of the region where the tournament/match is taking place
- good knowledge of football
- service-minded

Provided that the TLO lives near the team's hotel, there is no need to accommodate her/him together with the delegation. However, the TLO must be reachable 24 hours per day. In addition, the TLO must be available during the entire event and should not be involved in other business, school or other time-consuming activities during this period.

The main duties of a TLO are:

- to act as contact person between the team, LOC and, if applicable, the UEFA tournament administrator
- to attend daily meetings with the LOC to discuss all practical details
- to accompany the team to any event including training sessions, matches, excursions, etc.
- to ensure that any material or services promised by the LOC are delivered
- to attend any official meetings
- to act as interpreter
- to provide useful information on the life-style and tradition of the regions where the matches take place.

The TLO will be the first contact should something go wrong or complaints are lodged. The TLO should be in a position to solve any problems immediately. For this purpose, the TLO should be given certain

responsibilities to act accordingly. If the problems encountered exceed the TLO's competence, she/ he must contact the UEFA Women's Champions League Coordinator for assistance.

### 3.3. Site Visits

UEFA may carry out site visits to the match/mini-tournament Hosts in order to assess the facilities and services proposed.

The outcome of the site visit may be that UEFA requests the Host to provide alternative facilities of a higher standard than those originally proposed, in order to comply with the structural criteria as laid down in the *UEFA Stadium Infrastructure Regulations* and in the Competition Regulations.

The costs of local transport, board and lodging of the UEFA representative must be assumed by the national association of the Host who will receive a contribution to cover the costs of the official UEFA representatives, as well as the costs incurred at the site visit (refer to section 2.4 as well as to Article 25 of the Competition Regulations).

### 3.4. Distances

The Host must ensure that all hotels used for matches or mini-tournaments are easily accessible and that the travelling conditions are favourable

#### Site Visit Schedule

##### A. Club meeting

##### Participants: UEFA/LOC

##### Club Meeting Agenda

- Site Visit Schedule
- Match Organisation and Countdown
- Accommodation
- Transport
- Refereeing
- Medical Matters
- Promotion
- Social Events
- Participating Teams

##### B. Inspection of:

- Hotels
- Stadiums
- Training Grounds

The club will be asked to make the necessary arrangements.

for the visiting teams. Hotels must be situated within an acceptable distance of the nearest international airport. Special approval by the UEFA administration is

required for venues located in places which have few international flights or which necessitate internal flights. Unless the visiting teams agree otherwise, no match venue may be located more than a one-hour bus drive from all hotels.

The Host must ensure that the following requirements are met:

#### **Airport – Team Hotel**

The teams' accommodation must be situated within an acceptable distance of an international airport.

### **3.5. Accommodation**

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#### **3.5.1. General Remarks**

All parties must be accommodated in at least medium-standard hotels (3-star).

The Host should ensure that the teams can prepare for their matches in a comfortable, safe, quiet and undisturbed environment.

#### **3.5.2. Qualifying Round (Mini-Tournaments)**

The use of one accommodation for all tournament participants (participating teams and UEFA representatives) is the ideal solution for logistical reasons as well as to ensure a tournament atmosphere.

If this is not possible, a maximum of two hotels in the immediate vicinity

#### **Team Hotel – Stadium**

The maximum driving time from a team hotel to a match venue must not exceed one hour by bus.

#### **Team Hotel – Training Ground**

The maximum driving time from a team hotel to a training field must not exceed 20 minutes by bus.

and in the same city should be chosen to accommodate the four teams. In this case, the official UEFA referees and UEFA representatives should be accommodated in a separate (third) hotel.

If two places of team accommodation are used, both places of accommodation must offer the same standard of facilities and service.

At the organisational meeting, the Host must provide the delegations with clear information on the safety regulations and procedures applicable in case of an emergency, rules regarding telephone and mini-bars in the rooms, as well as the code of conduct in the hotel.

A room occupancy plan should be prepared by the Host and distributed to the UEFA representatives.

### 3.5.3. Knockout Matches

In principle, for all knockout matches, the UEFA referees should be accommodated separately from the participating teams. This rule applies even in the case where the both teams are accommodated in the same hotel.

### 3.5.4. General Room Requirements

- All hotel rooms must have en-suite bathroom and toilet facilities which meet standard hygiene requirements.
- All rooms should have an adequate wardrobe space.
- All rooms should, in principle, be equipped with a heating and/or air conditioning unit as appropriate for the time of year the matches take place.
- Rooms must be cleaned daily

### 3.5.5. Rooms for the Delegations

The Host is responsible for providing the following facilities/services for each delegation (maximum of 24 persons per delegation):

- Nine twin rooms for the players (18 players = 9 rooms). Two individual beds must be provided in these rooms (one large bed for two players is not acceptable).

- Six single rooms for the delegation officials.
- One room for medical treatment equipped with a massage table.
- One room for equipment storage preferably located on the ground floor for ease of access from the car park (unless requested otherwise by the team concerned).
- One meeting room for a minimum of 30 persons, equipped with seating, a table with 2-3 chairs, a TV/DVD set and beamer.
- A 24-hour laundry service for the playing strips of the participating teams (kit which has been worn for matches, i.e. shirts, shorts and socks, but not tracksuits).

If possible, each delegation should be accommodated on a different floor or wing.

Additional members of the delegation may be accommodated, at the expense of their own Club, either at the same hotel or at a nearby hotel should space not permit.

Unless otherwise indicated by the visiting team's head of delegation, in the players' rooms:

- the mini-bar should be emptied
- pay TV should be blocked
- international telephone lines should be blocked

Unless the Host and the visiting team concerned agree otherwise, a visiting team shall in principle arrive the evening before the match (or start of the mini-tournament) at the latest. A team arriving more than one day before the start of a mini-tournament is responsible for the extra costs incurred as a result of its early arrival (i.e. overnight costs, coach rental, additional meals, etc.).

Visiting teams should depart the day after their last match in a mini-tournament. Teams departing any later bear the extra costs incurred as a result of their late departure.

### 3.5.6. Rooms for the Referees and UEFA Representatives

The association of the Host is responsible for providing:

- single rooms for the referees, the UEFA representatives and, if applicable, tournament administrator;
- a 24-hour laundry service for the playing strips of the referees (kit which has been worn for matches, i.e. shirts, shorts and socks, but not tracksuits).

For mini-tournaments, if one hotel is used for all mini-tournament participants, the referees and all UEFA representatives must be accommodated on a different floor or wing of the hotel, separate from the teams.

The referees and UEFA representatives are instructed not to pay any hotel bills except to settle extras (phone calls, faxes, mini-bar, Pay TV, etc.).

The national association will be reimbursed by means of the UEFA contribution as outlined in section 2.4.

### 3.5.7. Dining Room

For mini-tournaments, the Host must provide a spacious dining room split into different areas as applicable: an area for each team and one area for the referees, UEFA representatives and LOC.

### 3.5.8. Common Recreational Facilities & Players' Lounge

The team hotel(s) should have an area where teams can meet during their leisure time – a players lounge. In this area, computers with Internet access and a printer should be available and, if possible, other recreational activities e.g. table football, table tennis or billiards. In addition, if available in the hotel, teams should have access to fitness rooms, swimming pool, sauna, etc.

### 3.5.9. Tournament Office (Mini- Tournaments Only)

A centrally located tournament office must be set up for the duration of the mini-tournament. This should become the tournament's central point where:

- the LOC carries out their administrative tasks

- the UEFA representatives can carry out administrative work
- information can be obtained on the mini-tournament itself or on other mini-tournaments taking place in parallel (ranking table, leading scorer list, etc)



The tournament office should be equipped with a photocopier, a fax machine and a telephone, both with international lines and a line for a high-speed internet connection.

### 3.4.10. Meals

The Host must provide each delegation with three meals per day.

The hotel restaurant must be flexible with regard to the meal times, with timings based on the match and training schedules of the teams in question.

Menus should follow sports nutritional guidelines and, in addition, must take into account the special dietary requests of the participating teams.

A detailed menu plan must be submitted to the participating teams one month before the start of the mini-tournament. Should a delegation have any special dietary requests, these must be submitted to the Host three weeks before the start of the mini-tournament. Any cost difference between the proposed and requested menus must be borne by the requesting Club.

A good variety of food in sufficient quantities must be provided. All meals should be served buffet style and the food must be kept at an appropriate temperature.

Examples of menus suitable for athletes follow:

#### Breakfast

Toast & Jam  
Cereals with skim milk  
Fresh fruit salad & yoghurt  
Poached or scrambled egg  
Lean ham  
Grilled tomato & grilled/boiled mushrooms  
Fruit juices – orange/pineapple/apple

#### Lunch

<b>Starter</b>	soup & bread rolls
<b>Main course</b>	grilled chicken/turkey/ beef strips/fish rice/pasta/potatoes steamed or boiled vegetables salads
<b>Dessert</b>	fruit salad fresh fruit cake

## Dinner

<b>Starter</b>	soup & bread rolls salads
<b>Main course</b>	fish/chicken/turkey/lean steak /pork fillet rice/pasta/potatoes steamed or boiled vegetables salads
<b>Dessert</b>	fruit salad fresh fruit cake and/or pudding

## Snacks or Additional Meals

Snacks or meals in addition to the three meals provided by the Host must be made available to the teams upon request and be paid for by the team concerned. However, if the snack replaces an ordinary meal, the Host must bear the cost.

## Drinks

The host must ensure that a sufficient supply of still mineral water, soft drinks and tea/coffee is available for the teams at meals.

In addition, the Host must provide each team with a minimum of 60 litres of still mineral water per day with the distribution system being agreed between the Host and each team. Ideally, the water should be provided in half-litre bottles.

The participants themselves must pay for all other drinks.

## 3.6. Transport

### 3.6.1. General Remarks

Note that this section specifically refers to transport for mini-tournament participants, for which the responsibility lies with the mini-tournament Host / association of the Host (for the UEFA representatives). Similar requirements, with the appropriate adjustments made, would apply in the case of a single match unless the two teams concerned agree otherwise.

With regards to air travel and in view of possible lost luggage, it is recommended not to include football boots and other essential items required for the match in the delegation's check-in baggage. Instead, such material should be carried in the hand luggage.

### 3.6.2. Airport Pick-up

The teams, international referees and UEFA representatives must be welcomed upon their arrival in the host country and transported from their arrival place to the hotel. They must also be provided with transport from their accommodation to their point of departure on the day they leave.

The Host should indicate to the tournament participants the most suitable arrival airport.

Should the most suitable airport be located in a neighbouring country - distance to the tournament headquarters being considerably nearer than from an airport within the territory of the host country - the Host must assume the cost of the airport transfers.

Should the nearest arrival airport be an airport with few international flights or which necessitate internal flights, special approval by the UEFA administration is required. If such approval is given, and in the case where a bus transfer from the international airport would be more timely than an internal flight, the Host should make the arrangements for a transfer from the international airport and should assume the corresponding costs.

### 3.6.3. Vehicle Fleet

The Host is responsible for providing the vehicles for the different parties as follows:

#### Teams

Each team must be provided with a modern 50-seater air-conditioned bus with driver for the entire duration of the tournament. Each team bus should display a clearly-marked sign with the name of the team.



#### Individual cars

UEFA recommends that the Host provides one to two cars with drivers for the entire duration of the tournament for the mini-tournament participants including transport of the UEFA tournament advisor (if applicable) plus official members of delegations for reasonable requests (e.g. to see matches involving opponents or in the case of emergency).

In addition, each team should be provided with an equipment van on

arrival and departure days between their place of arrival/departure and their hotel.



### Special requests from teams

Any special requests from the visiting teams (e.g. VIP limousines, additional dedicated vehicles, etc.) should be arranged by the transport manager, but paid for by the team in question.

### Referees

The national association of the Host is responsible for providing the transport for the referees group and the UEFA representatives. Two spacious and comfortable people carriers (minibuses with 9 seats) with drivers must be provided for the entire duration of the tournament.

In principle, the UEFA representatives will travel with the referees.

### 3.6.4. Transport Manager

Transport is a key element for a successful organisation of a tournament. An experienced transport manager should be appointed well in advance of the mini-tournament. She/he should be accommodated at the tournament headquarters and should be reachable 24 hours a day. Her/his main responsibilities are:

- organisation of the vehicle fleet
- selection, briefing and management of drivers
- preparation of a transport concept
- running an efficient reservation system
- conclusion of insurance for all cars and drivers

The transport manager must also ensure the following:

- she/he has a contact sheet with the mobile phone numbers of all drivers
- maps indicating the tournament hotels and stadiums, plus route descriptions for all venues, are given to each driver and team liaison officer
- the drivers are familiar with the region where the matches are played

- the drivers are punctual and do not leave the tournament participants waiting
- there are sufficient parking places at the venues and the necessary number of VIP parking passes must be provided

The transport manager should present the transport concept at the organisational meeting including services offered and services to be paid.

## 3.7. Training

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### 3.7.1. Training Grounds

Each team must be allocated with its own training ground for the entire duration of the mini-tournament. Exceptionally, two grounds may be shared by four teams. The teams must be given the possibility to use these grounds at any time and as often as requested.

The training grounds should be:

- of a similar size and type as the match grounds and be in good condition
- freshly mown
- fully marked
- equipped with standard and/or mobile goals

The training ground facilities must include dressing rooms suitable for

25 persons with seated toilets and, preferably, showers.

The training grounds must be located near the team accommodation and travel time by bus must not exceed 20 minutes.

### 3.7.2. Training Balls

For the matches of the qualifying round and for the knock-out matches the Host must provide a sufficient number of training balls to all participating teams. The balls provided for training should be the same type as will be used for the matches.

As of the quarter-finals, UEFA will provide clubs with the official match ball of the UEFA Women's Champions League Final (OMB).

### 3.7.3. Training in the Match Stadium

The day before the match, weather permitting, the visiting club is allowed to train on the pitch on which the match will be played. The length of the training session may not exceed one hour, unless agreed otherwise with the host club. If holding such a training session could render the pitch unfit for play the next day, an alternative training ground approved by UEFA in advance must be made available.

In case of any uncertainty as to the use of the match stadium for training sessions, the Host, in cooperation with the referee and official UEFA match delegate, will take the final decision taking into account the following criteria:

- current state of the playing field
- number of matches to be played on the field
- weather forecast
- recommendation of the ground keeper
- time of the training session

#### Number of Teams Permitted to Hold a Training Session

Not more than two teams may use the match stadium for a training session on any one day.

#### Maintenance

The Host is responsible for maintenance of the playing field immediately following the training sessions.

It is in the interest of all participating teams that the playing fields used for matches are in perfect condition. Consequently, the teams must respect a negative decision taken with regard to the use of the match stadium for training sessions, based on the above criteria.

A decision may be reversed during the mini-tournament if the conditions have negatively or positively changed.

### 3.7.4. Referees Training

The referees must have the possibility to use training facilities. These facilities should be located nearby the referees' accommodation, with travel time not exceeding 20 minutes.

The referee team may train on the pitch on which the match will be played the day before the match.

### 3.8. Social Events

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While participating teams are ultimately playing to win and qualify for the next stage of the competition, a match or mini-tournament is also a means of fostering good relations between Clubs.

For a single match, a Host should organise an official dinner with guests including the UEFA match delegate and at least two persons from the visiting delegation.

In qualifying round mini-tournaments, in addition to the official dinner, a Host can create a good tournament atmosphere by organising events such as the following:

- an informal gathering immediately following the organisational meeting, if this takes place in the evening prior to the first matchday
- a small-scale excursion to visit regional attractions for all tournament participants (including players)
- a farewell dinner for all tournament participants (including players) in the teams' hotel on the evening of the third matchday

### 3.9. Medical Matters and Doping Controls

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#### 3.9.1. General Remarks

Twenty-four hour medical care for match/mini-tournament participants must be guaranteed by a Host. For mini-tournaments, UEFA recommends the appointment of an official Tournament Doctor who should be available for participants throughout the duration of the event. In addition, arrangements must be made for emergency medical services to be present at all matches.

The Host should outline the medical arrangements at the organisational meeting.

#### 3.9.2. Hospitals

There should be a hospital located in close proximity to the match stadium which offers a comprehensive medical service (including 24-hour emergency treatment) on a priority basis for all designated persons.

#### 3.9.3. Doctors

One doctor should be present at every UEFA Women's Champions League match.

### 3.9.4. First-Aid Teams

A first-aid service should be arranged for each match with the number of first aid staff to be recruited based on the expected number of spectators (one first aid team consists of four persons). There must be at least one stretcher per match with one first aid team being assigned per stretcher. The stretcher must be positioned nearby the substitutes' benches. One first aid team should be in charge of the stadium first-aid room.



### 3.9.5. Ambulance

The public authorities concerned will determine the number of ambulances to be stationed on site during the match. UEFA recommends that at least one ambulance (equipped with defibrillator) be present at the stadium.

### 3.9.6. Doping Controls

UEFA may conduct doping controls at the matches. Consequently, the Host must ensure that the match stadium is equipped with a doping control station which meets the requirements of the

*UEFA Anti-Doping Regulations* (see also section 4.1.8 of this Manual).

An assortment of drinks, free of prohibited doping substances, in their original, unopened and sealed bottles or cans must be provided in a refrigerator in the waiting room of the doping control station (approx. 10 litres of still mineral water, 12 cans of caffeine-free soft drinks and approx. 12 cans of non-alcoholic beer).

For each match, the Host must appoint a Doping Control Liaison Officer whose duty is to remain at the disposal of the Doping Control Officer (DCO). This Doping Control Liaison Officer does not need to be medically trained. She should, however, be able to speak English and must remain available until the doping control has been completed.

Her main task is to ensure that the doping control station and all necessary materials and equipment are available and ready for the purposes of the doping control. She must also organise transport for the DCO back to her hotel on completion of the doping control.

If requested by UEFA, the Host will be asked to appoint four Chaperones to assist the UEFA Doping Control Officer. See Appendix C: Definitions of the Anti-Doping Regulations.

A top-category seat must be reserved for the DCO in the directors' box or equivalent. This seat should be located

near the seat reserved for the UEFA match delegate and must provide easy access to the doping control station.

Stewards at the main stadium gates must be informed that persons who identify themselves as DCOs and who show special UEFA passes with their photograph are to be granted free access to the stadium.



The DCO may order security officers or stewards to ensure that non-authorised persons do not enter the doping control station



### 3.9.7. Security

The Host is solely responsible for guaranteeing the safety and security of all persons attending and participating in the mini-tournament or match, and must ensure that the relevant local authorities and the owners and/or operators of the stadiums take all the necessary measures to this end.

The requirements of the Competitions Regulations, the *UEFA Stadium Infrastructure Regulations* (edition 2010) as well as the *UEFA Safety and Security Regulations* (edition 2006) must be complied with.

The Host should elaborate a security strategy in co-operation with the local or national security authorities and should present this concept at the organisational meeting.

Given that a considerable number of visiting supporters may attend the match(es), the security and ticketing strategies should include a concept to deal with such situations including a car/bus parking concept.

Any special requests from the participating teams should be taken into consideration and discussed with the local or national security authorities.

To guarantee safety and security in the stadium, the Host must ensure:

- in cooperation with the public authorities, that there are sufficient police officers, assisted where appropriate by stewards, to counter any possible outbreaks of violence or public disorder and to ensure the safety of the general public and the match participants within the stadium, in its surrounding environs and along the routes leading to and from the stadium

- players and match officials are protected against the intrusion of spectators into the playing area according to the principles stated in Article 40 of the *UEFA Safety and Security Regulations*
- there is access to the field of play that guarantees the safe entry and exit of the players and match officials
- television cameras and advertising boards around the playing field are positioned in such a way that they do not create a danger for the players and must respect the minimum distances as laid down in Annex Vb of the Competition Regulations (see also diagram in section 4.2.6)
- the dressing room area is safeguarded to ensure that no spectators, journalists, media representatives, scouts, etc may enter



An accreditation system may be implemented in order to guarantee the security of the tournament participants (refer to section 5.4.3).

If deemed appropriate and following consultation with the local security authorities, the Host may:

- organise security personnel in the teams' hotel
- organise police escorts on match days

### 3.10. Insurance

Irrespective of UEFA's insurance coverage, each Club and host association must conclude insurance coverage with reputable insurers at their own cost, in relation to any and all risks, according to the following principles:

- each Club must conclude and maintain insurance coverage to fully cover all its risks in connection with its participation in the competition;

- in addition, the Host or the host association must conclude and maintain insurance coverage for the risks in connection with staging and organising its home matches and which must include, without limitation, third party liability insurance (for all third parties participating in matches or present at the relevant venue) providing

for appropriate guaranteed sums for damages to persons, objects and property, as well as for pure economic losses corresponding to the specific circumstances of the club or association concerned;

- if the Host or the host association is not the owner of the stadium used, it is also responsible for ensuring that the stadium owner and/or tenant in question provides adequate and fully comprehensive insurance cover, including third-party liability and property damage;

- the Host and the host association must ensure that UEFA is included in all insurance policies as defined in the present paragraph and must hold UEFA harmless from any and all claims for liability arising in relation to the staging and organising of the relevant matches

In any case, UEFA may ask anyone involved to provide, free of charge, written releases of liability and/or hold harmless notes, and/or confirmations and/or copies of the policies concerned in one of UEFA's official languages.



## STADIUM

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## 4. STADIUM

### 4.1. General Facilities

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#### 4.1.1. Stadium Conditions

With the exception of the final, matches in the competition must be played in a stadium which meets the category 1 structural criteria as defined in the *UEFA Stadium Infrastructure Regulations* (edition 2010).

#### 4.1.2. Exceptions to a Structural Criterion

The UEFA administration may grant an exception to a specific structural criterion for the stadium category in question in cases of particular hardship and upon reasoned request, for instance owing to the current national legislation or if the fulfilment of all the required criteria would force a club to play its home matches on the territory of another association. An exception can be granted for one or more matches in the competition or for the whole duration of the competition. Such decisions are final.

#### 4.1.3. Stadium Certificate and Safety Certificate

Each association on whose territory matches in the competition will be played is responsible for:

- Inspecting every stadium concerned and issuing stadium certificates which have to be forwarded to the

UEFA administration confirming that the stadiums meet the structural criteria of the required stadium category;

- Confirming to the UEFA administration that the stadiums, including their facilities (emergency lighting system, first aid facilities, type of protection against intrusion by spectators into the playing area, etc.) have been thoroughly inspected by the competent public authorities and meet all the safety requirements laid down by the applicable national law.

The UEFA administration accepts or rejects the stadiums on the basis of the above certificate and confirmation. Such decisions are final.

#### 4.1.4. Stadium Inspections

The UEFA administration may carry out stadium inspections at any time before and during the competition to check whether the required structural criteria have been and are still being met. Cases of non-conformity with an applicable structural criterion may be referred to the UEFA Control and Disciplinary Body, which will decide on appropriate

measures in accordance with the *UEFA Disciplinary Regulations*.

#### 4.1.5. Pitch Conditions

The Host must make every reasonable effort to ensure that the pitch is in the best possible condition for play. If the climatic conditions so require, facilities such as pitch heating must be provided, or, alternatively, other appropriate measures taken to ensure that the field of play can be made available in a suitable condition on any match date. If the Host does not implement the appropriate measures, which may include sourcing an alternative stadium, and, as a consequence, the match cannot take place, the Host bears all the costs of the visiting team (travel, board and lodging expenses).

If deemed necessary by the referee or the UEFA match delegate, the Host may be requested to reduce the height of the grass for the match and training sessions.

#### 4.1.6. Artificial Turf

With the exception of the final which must be played on natural turf, matches in the competition may be played on artificial turf in accordance with the *UEFA Stadium Infrastructure Regulations* and provided that such artificial turf meets the *FIFA Recommended 2-Star Standard* or the *FIFA Recommended 1-Star Standard*, in compliance with the *FIFA Quality Concept - Handbook of*

*Test Methods for Football Turf* (May 2009 edition) and the *FIFA Quality Concept – Handbook of Requirements for Football Turf Surfaces* (May 2009 edition).

The owner of the artificial turf and the Host are fully responsible for meeting the above requirements, in particular those related to:

- maintenance work and ongoing improvement measures; and
- safety and environment measures as set out in the *FIFA Quality Concept for Football Turf - Handbook of Requirements, May 2009 Edition*.

The owner of the artificial turf and the Host must obtain sufficient warranties and/or guarantees related to the material and the installation from the manufacturer and the installer of the artificial turf.

UEFA cannot be held responsible for any damages to third parties resulting from the use of the artificial turf.

#### 4.1.7. General Stadium Conditions

Match stadiums must be located within a one-hour bus drive of the team accommodation.

To ensure that the match stadiums are in top condition for the match/minи-tournament, the Host must ensure that the playing fields are not used during the event itself and, if deemed necessary, three days before the first matchday.

The field of play must be smooth and level and must be equipped with a drainage system so that it cannot become unplayable due to flooding.

The size of the pitch must be within the following dimensions:

length: 100 – 105 metres, and

width: 64 – 68 metres

The stadium must have a capacity of at least 200 spectators. 50 covered VIP and 20 covered media seats need to be provided.



Seats for spectators must be individual, fixed (e.g. to the floor), separated from one another, shaped, numbered, made of an unbreakable and non-flammable material and have a backrest of a minimum height of 30 cm when measured from the seat.

The use of temporary stands is prohibited.

The stadium must be equipped with a public address system which is not vulnerable to failure of the main power supply.

The stadium must be equipped with a minimum of five flagpoles or other kind of supports allowing five flags to be flown in the stadium.

The stadium must be equipped with refreshment and catering facilities for all spectators in every sector of the stadium.



Sufficient clean and hygienic sanitary facilities must be distributed evenly throughout all sectors of the stadium. Toilets and urinals must be equipped with flushers. Sinks and amenities such as toilet paper and soap must be available. The minimum requirements for sanitary facilities are the following, based on an 80:20 ratio of male and female:

- a) 1 seated toilet per 250 males;
- b) 1 urinal per 125 males;
- c) 1 seated toilet per 125 females.

Fully-equipped first-aid facilities approved by the competent local authorities must be made available for spectators in each sector of the stadium. These facilities must be clearly identified and access to them must be clearly signposted.

#### 4.1.8. Technical Rooms

The stadium must guarantee direct, private and protected access for both teams and the referees from their dressing rooms to the playing area and ensure their safe arrival at/departure from the stadium.

#### Team Dressing Rooms

The team dressing rooms should be of equal size, style and comfort. A dressing room should provide the following minimum installations:



- seating room for at least 25 persons
- clothes hanging facilities or lockers for 25 persons
- one massage table
- one tactical board
- at least five showers
- three individual seated toilets

#### Additional Dressing Rooms

At least one separate dressing-room for male coaches should be available.

#### Referees' Dressing Room

The referees' dressing room should be equipped with the following installations:

- at least five seats and a desk
- clothes hanging facilities or lockers for five persons
- at least one shower
- one individual seated toilet

## Delegate's Room

The stadium must be equipped with a delegate's room with access to communication facilities such as a phone, fax and internet connection located nearby, and with easy access to the team and referees' dressing rooms.

## First aid and treatment facilities for players and officials

The stadium must be equipped with a dedicated room for first aid and medical treatment of players and officials

## Doping Control Station

A room for doping control purposes (doping control station) must be available in the stadium.

It must be near the players' dressing rooms and inaccessible to the public and the media.

It must be at least 20m<sup>2</sup> and comprise a waiting room, a testing room and a toilet, all adjoining.

The testing room should contain:

- Table (1)
- Chairs (4)
- Sink with running water
- Toiletries (soap, towels, etc.)
- Cabinet with a lock
- Toilet (adjacent to the room or in the room itself)

The toilet area should be within the testing room, or immediately next to it and with direct private access to the testing room, and must contain:

- Toilet with seat
- Sink with running water
- Shower (if possible)

The waiting room should be immediately adjacent to the testing room (a partition dividing the two areas is also acceptable) and must contain:

- Sufficient seating for eight
- Clothes-hanging facilities or lockers for four (if possible)
- Refrigerator
- Television set (if possible)

## Plan of an “ideal” doping control station:



#### 4.1.9. Benches and Technical Seats

Covered benches have to be provided at pitch level and positioned at least five metres from the touchline for:

- the substitutes, technicians and officials of each team (each bench accommodating 13 persons one of whom must be a team doctor)
- UEFA officials supervising the match (bench accommodating at least two persons) which should be between the two team benches



If space permits, up to five additional technical seats are allowed for Club staff providing technical support to the team during the match (kit manager, assistant physiotherapist, etc). Such seats must be outside the technical area and positioned at least five metres behind or to the side of the benches but with access to the dressing rooms. The names of all these persons and their functions must be listed on the match sheet.

#### 4.1.10. Goals

Goalposts and crossbars must be made out of aluminium or similar material and must be round or elliptical. Moreover, they must be in compliance with the *FIFA Laws of the Game* as promulgated by the International Football Association Board (IFAB) which means, in particular, that:

- the distance between the posts must be 7.32m;
- the distance from the lower edge of the crossbar to the ground must be 2.44m;
- the goalposts and crossbars must be white;
- they must not pose any danger to players.

A spare goal, which can be easily installed if the circumstances so require, must be available within the stadium.

#### 4.1.11. Floodlights

Matches may be played in daylight or under floodlights. For matches played in the evening that are not being broadcasted, the stadium must be equipped with a floodlighting system maintaining a minimum average illuminance of 350 Ev(lx) towards the main grandstand.

For matches that are being broadcast, the stadium must be equipped with a floodlighting system that allows



the broadcaster to ensure adequate broadcasting of the match.

Clubs must ensure that floodlighting installations are maintained and provide UEFA with a valid lighting certificate issued within the previous 12 months.

#### 4.1.12. Clocks

Clocks in the stadium showing the amount of time played may run during the match, provided they are stopped at the end of normal time in each half, i.e. after 45 and 90 minutes respectively. This stipulation also applies in the event of extra time (i.e. after 15 and 30 minutes).

#### 4.1.13. Giant Screens

UEFA Women's Champions League giant screen graphics are available on the UEFA Women's Champions League Brand FTP server.

The results of other matches can be shown on the scoreboard and/or giant screen during the match, while simultaneous transmissions and replays are authorised for press monitors and closed-circuit channels only. Delayed footage of the match being played may be transmitted on the giant screen inside the stadium provided that the Host has obtained all the necessary third party permission to transmit such footage including (without limitation) permission from the relevant UEFA match delegate and any relevant local authorities. Moreover, the Host must ensure that such footage is transmitted on the giant screen during the match only when the ball is out of play and/or during the half-time interval or break before extra time (if any) and that it does not include any images that:

- may have an impact on the playing of the match;
- may be reasonably considered as controversial insofar as they are likely to encourage or incite any form of crowd disorder;
- may display any public disorder, civil disobedience or any commercial and/or offensive material within the crowd or on the pitch; or

- may be deemed to criticise, undermine or damage the reputation, standing or authority of any player, match official and/or any other party at the stadium (including but not limited to any images that aim to highlight directly or indirectly any offside offence, fault committed by a player, potential mistake of a match official and/or any behaviour which is contrary to the principle of fair play).

#### 4.1.14. Retractable Stadium Roofs

Before the match, the UEFA match delegate, in consultation with the referee, decides whether a stadium's retractable roof will be open or closed during the match. This decision must be announced at the match-day organisational meeting, although it may subsequently be altered at any time prior to kick-off if the weather conditions change, again in consultation with the referee.

If the match starts with the roof closed, it must remain closed for the entire match. If the match starts with the roof open, only the referee has the authority to order its closure during the match subject to any applicable laws issued by a competent state authority. Such a decision may only be taken if the weather conditions seriously deteriorate. If the referee does order the closure of the roof during the match, it must remain closed until the final whistle.

#### 4.1.15. Parking Areas

The stadium must provide parking space for a minimum of two buses and ten cars for teams and officials.

This parking space must be located in a safe and secure area in the immediate vicinity of the players' and officials' areas.

In addition, a minimum of 20 parking spaces for VIPs must be provided in a safe and secure area.

#### 4.1.16. Hospitality

The stadium must have a minimum of 50 covered VIP seats, at least 10 of which must be reserved for the visiting team.

The VIP seats must be situated in the grandstand and as close to the halfway line as possible, between the two penalty areas.

The Host should ensure that a VIP hospitality area is provided for the VIP guests of the visiting Club, its own guests and commercial partners, and the UEFA representatives. The size of the



hospitability area should be appropriate for the number of guests expected.

The hospitality area should be located near the VIP seating area and the level of the hospitality facilities should be of a good standard. Hospitality (buffet style) should be available before the match, at half time, and after the match.

Tents may be constructed if the stadium does not offer an appropriate hospitality area.

#### 4.1.17. Advertising and Dressing

With the exception of the final, the Host may exploit the Commercial Rights of all matches played under their auspices (see Article 26 of the Competition Regulations or section 2.5 of this Manual).

In relation to the final, UEFA is the exclusive owner of all Commercial Rights and is solely responsible for negotiating and concluding contracts in relation thereto.

#### 4.1.18. Advertising Boards

If the Host installs advertising boards at the match stadium, the minimum distances, as indicated in Annex Vb of the competition regulations and section 4.2.6 below, must be respected. Any variation to the minimum distance shall be authorised only by UEFA.

A board configuration plan template is available on the UEFA Women's Champions League 2011/12 FTP server (see section 10).



If the advertising boards are on the same side as the substitutes' benches, there are three potential solutions:

Centre board in front of the substitutes' benches (closer to the stands than the other boards) leaving a gap on both sides to enter the pitch).

Boards in front of the substitutes' benches with two doors to be opened as a passway.

Where the Technical Zone has to be left free (according to the *FIFA Laws of the Game* and the domestic rules): substitutes' benches to be moved to the other side of the pitch.

#### 4.1.19. UEFA Women's Champions League Competition Board

The Host may decide to produce and install, at its own cost, the UEFA Women's Champions League competition board at the match stadium for all UEFA Women's Champions League matches.

As from the quarter-finals, the production of a UEFA Women's

Champions League competition board is compulsory.

If the UEFA Women's Champions League competition board is displayed, it must comply with the UEFA guidelines for use which include the following:



- in central position opposite the main camera or, in case the match is not televised, opposite the main tribune
- regular size of 6 m x 90 cm or special long version of 9 m x 90 cm (unless otherwise approved by UEFA to fit in with the existing boards)

## 4.2. Media Facilities

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### 4.2.1. Access

There should be a specific media entrance with reception desk where accreditation/media information packs can be collected.

The artwork for the UEFA Women's Champions League competition board may be found in the Artwork Templates in the UEFA Women's Champions League Brand Manual, as well as on the Brand FTP server.

### 4.1.20. Directional Signage

The Club should also install directional signage in the stadium to guide the VIPs and guests to seats and hospitality areas, media to their seats and working areas (media working area, press conference room) and teams to their dressing rooms, etc.



#### 4.2.2. Press Seating

A minimum of 20 covered seats, with a clear view of the field of play and both goals, must be made available for the written press in a separate and secure area. At least five of these seats should be equipped with desks big enough to accommodate a laptop computer and a notepad. All seats with desks must be equipped with a power supply and internet connections.



#### 4.2.3. Press Conference Room

A press conference room must be available in the stadium for pre-match or post-match press conferences. Part of the media working area can be used for this purpose.

The Host is responsible for providing suitable facilities and infrastructure, including a qualified interpreter if required. The podium should be equipped with a table and chairs, being large enough to accommodate the Club media officer, the head coach, two players and, if necessary, the interpreter.

In the case of TV coverage, a raised platform for TV cameras and ENG crews should be considered and proper lighting provided.

Ideally, a UEFA Women's Champions League backdrop should be installed on the podium behind the table. As from the quarter-finals, a UEFA Women's Champions League press conference backdrop is compulsory.

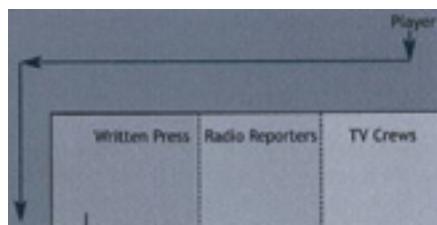


#### 4.2.4. Media Working Area

At least one room, equipped with desks, power supply and phone/internet connections must be provided for media representatives. The room must have a minimum of 50 m<sup>2</sup>. Part of the media working area can also be used as the press conference room. Hospitality should also be available for the media (i.e. refreshments at reasonable prices).

#### 4.2.5. Mixed Zone

A Mixed Zone – preferably covered – must be set up for the media on the way from the dressing rooms to the team transport area to offer reporters additional opportunities to conduct interviews with players after the match. The Host must ensure that the area is safe for players and coaches to walk through.



#### 4.2.6. Television Broadcast

If the match will be broadcast on television, the Host should discuss the necessary requirements with the host broadcaster.

In principle, at least six camera positions should be available in the stadium for all matches in the competition. Camera positions should have an unobstructed view of the pitch.



In any case, one main camera position must be provided in the grandstand. It must be centrally situated, at a height above the pitch which guarantees optimum picture quality. The main camera position must be exactly in line with the halfway line and be at a height which forms an angle of 15-20° from the horizontal plane to the centre spot.

TV camera positions are indicated in the following diagram:

1 Pitch-side halfway camera	2 Steadi-cams	3 Additional host and unilateral broadcaster cameras (reserved area of minimum 50x2m) and photographers
2 20m cameras	4 Reverse-angle cameras	5 Host broadcaster cameras (only remote cameras in front of boards)

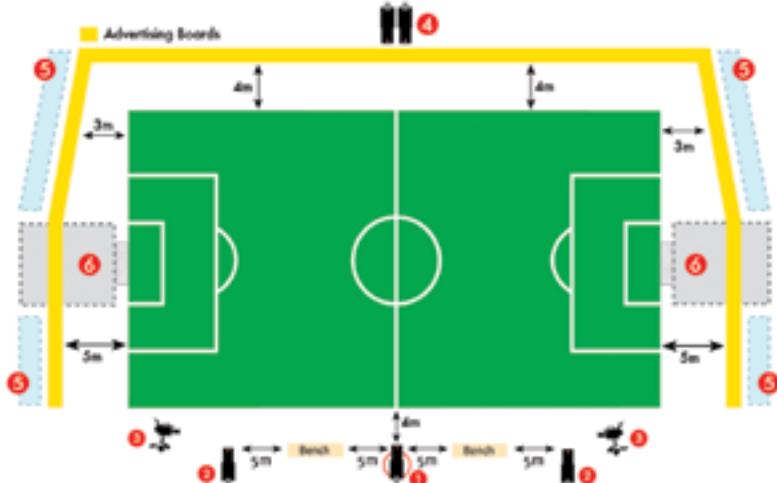


DIAGRAMME SHOWS STANDARD PITCH SET-UP. ALL DETAILS SUBJECT TO INDIVIDUAL STADIUM CONDITIONS.  
Note: Pitch-side cameras to be positioned so that they do not present any danger to the players, coaches and match officials.

#### 4.2.7. Interview Areas

##### Flash Interview Area

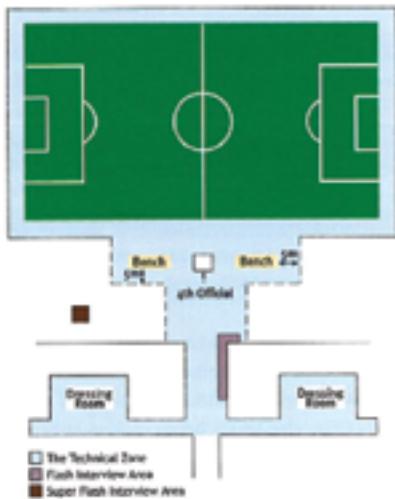
If applicable, space should be provided for a position of approximately 3m x 3m x 2.5m (high) to conduct flash interviews at half time or at the end of the match. This position should be located as close as possible to the dressing rooms.

Ideally, a UEFA Women's Champions League backdrop should be installed at the Flash Interview Position. As from the quarter-finals, a UEFA Women's Champions League flash interview backdrop is compulsory.



## Super-Flash Interview

If applicable, space should be provided for a position of approximately 3m x 3m x 2.5m (high) between the pitch and the tunnel entrance. The area must be safe for the participants.



### 4.2.8. Television & Radio Commentary Positions

Upon request of the host broadcaster, television and radio commentary positions should be prepared in the press box area at a location to be designated by the host broadcaster, ideally on the same side as the main camera. Each position includes a desk (dimensions: 1.8m wide, 0.7m deep, 0.7m high), power points, telephone lines and, potentially, TV monitor. Note that each position takes up

nine normal spectator seats - three for the desk, three for the seats and three for access.

A minimum of two covered TV and radio commentary positions must be available. At least one commentary position must be equipped with dedicated broadband internet access for live data gathering requirements.

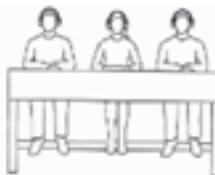


Fig. A



Fig. B

### 4.2.9. Television Studio

Upon request of the host broadcaster, a television studio should be prepared. Standard dimensions are 5 metres long by 5 metres wide by 2.3 metres high.

If the stadium does not have the necessary space for the preparation of a television studio, a container or covered platform may be used as a temporary solution. At least one TV studio must be available.

#### 4.2.10. TV Compound Area

The TV Compound area is an area which offers sufficient parking space for the trucks used by TV companies for their outside broadcasts of matches. The area should be located as close as possible to the stadium, ideally on the same side as the main camera platform and offer stable ground (tarmac or similar) suitable for heavy vehicles as well

as power supply. The TV compound area must either provide a clear, unobstructed view of the southern horizon, or a separate satellite uplink area is required no more than 50m from the centre of the TV compound area.

At least 100m<sup>2</sup> must be available for the TV compound area.



## MATCHDAY ORGANISATION

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## 5. MATCHDAY ORGANISATION

### 5.1. Schedule for Mini-Tournaments

Unless the four teams in question agree otherwise, mini-tournaments must be organised according to the following schedule

#### Day 1

- Arrival of all teams
- Arrival of all referees
- Arrival of the UEFA match officers
- Tournament organisational meeting

#### Day 2

- First matchday: 1 vs 3 and 2 vs 4

#### Day 3

- Rest day

#### Day 4

- Second matchday: 1 vs 4 and 3 vs 2

#### Day 5

- Rest day

#### Day 6

- Rest day

#### Day 7

- Third matchday: 2 vs 1 and 4 vs 3

#### Day 8

- Departure of all teams
- Departure of the referees
- Departure of the UEFA match officers

For reasons of sporting fairness, the matches played on the last match day in a mini-tournament must kick off at the same time unless the results in the mini-tournament on the third matchday would not make a difference to the rankings.

The UEFA administration reserves the right to set the kick-off time for the last matchday for all mini-tournaments if necessary for sporting reasons.

Should double-headers (two consecutive matches in the same stadium) be organised on the first and second matchdays, the match stadium, or a building in the immediate vicinity, must be equipped with the appropriate facilities (e.g. four team dressing rooms, two referee dressing rooms plus dressing rooms for male coaching staff if possible).

## Organisational Meeting

In principle, the organisational meeting should take place as follows:

- for a single match: 10.30 hours on matchday in the match stadium
- for a mini-tournament: the day before the first matchday at the tournament headquarters.

The time of this meeting must be determined according to the arrival of the delegations, referees and UEFA representatives. If this meeting cannot take place the day before the start of the tournament, it should be organised on the morning of the first matchday.

For the purpose of this meeting, a room with a capacity for a minimum of 30 persons must be reserved. The Host should prepare table cards with the names/functions of the persons present, as well as provide refreshments.

The organisational meeting will be chaired by the official UEFA match delegate and will be held in English. If necessary, the Host should provide one or more interpreters. This meeting should be attended by the following persons:

## UEFA

- UEFA match delegate
- UEFA referee observer
- Referees
- Venue Data Coordinator (VDC)
- UEFA tournament advisor, if applicable

## Delegations

- Heads of delegations
- Team Liaison Officers (accompanying their team's head of delegation)

## LOC

- UEFA Women's Champions League Coordinator
- Manager for Sports Facilities and Match Organisation
- Manager for Accommodation and Transport
- Manager for Human Resources
- Manager for PR, Promotion and Ticketing
- Referee Liaison Officer
- Manager for PR, Promotion and Ticketing
- Manager for TV/Media, Sponsors, Concessions and VIP Hospitality
- Local authorities (police, fire brigade, first aid)

For a mini-tournament, the standard organisational meeting agenda will be adapted in order to cover several matches and in order to take into consideration additional items specific to mini-tournament organisation.

If deemed necessary, a meeting can be organised every morning in order to review the previous day, to discuss the programme of the day and the following day. In addition, any complaints or suggestions can be raised in the presence of the UEFA match delegate.

This meeting should be attended by the UEFA Women's Champions League Coordinator, the heads of delegations, the UEFA match delegate and the UEFA tournament advisor, if applicable.

The following templates may be found in section 10 of this Manual as well as on the UEFA Women's Champions League 2011/12 FTP server:

- Invitation to Organisational Meeting
- Organisational Meeting Agenda
- Team Colours Summary

## 5.2. Match Arrangements

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### 5.2.1. Host Responsibilities

It is important that the Host ensures that the matches are organised in conformity with the Competition Regulations and following the guidelines in this Manual as far as possible. The Host must appoint a person who is able to fulfil the necessary tasks (UEFA Women's Champions League Coordinator – see section 3.2). A checklist with an overview of the various tasks and duties to be fulfilled by a Host prior to a match can be found on the UEFA Women's Champions League 2011/12 FTP server (see section 10 - Match Organisation Checklist).

### 5.2.2. Flags, Music and Announcements

The UEFA and UEFA Respect flags must be flown at the stadium at all matches in the competition. These flags are available on loan from the national association. The UEFA Women's Champions League flag must also be flown. This flag will be provided by UEFA to the relevant clubs in due time.

Clubs may also fly Club and national flags in addition to these UEFA flags.

The flag protocol is:



(Home club) - UEFA Respect - UEFA - UEFA Women's Champions League - (Host Country) - (Away Club)  
(see example above)

The UEFA Women's Champions League walk-on music provided by UEFA must be played from when the players emerge from the players' tunnel until they have lined up, at which point the UEFA Women's Champions League anthem provided by UEFA must be played. National anthems may not be played.



Furthermore, the players are invited to shake hands with their opponents and the referee team after the line-up ceremony as well as after the final whistle as a gesture of fair play.

Any proposed pre-match ceremonies must be discussed in advance at the organisational meeting and require the approval of the UEFA match delegate.

Match announcements with relevant information may be made before, during and after the match. Some examples of announcements may be found in the Organisational Templates section on the UEFA Women's Champions League 2011/12 FTP server.

### 5.2.3. Ball Kids

Use of the multiple ball system is recommended to limit the time the ball is out of play. In this case, 8-10 ball kids should be appointed who should be:



- dressed in different colours than the two teams in neutral clothing
- capable of performing the task (i.e. not too young)
- instructed beforehand

Note that sponsor advertising on kit used by ball kids is prohibited under article 59 of the *UEFA Kit Regulations*.

### 5.2.4. Players Escorts

If Clubs decide to use players' escorts (children accompanying the players when entering the field of play), this should be discussed and agreed at the organisational meeting.

The children should be:

- approximately 8 years old
- not taller than 1.30 m
- capable of performing the task

The Club can provide either two players' escorts (accompanying the captains) or 2 x 11 players' escorts. In this case 11 players' escorts should wear the away team's official kits and the other 11 the home team's official kits.

All players' escorts have to leave the pitch after the line-up before the handshake procedure and the team photo.

Note that sponsor advertising on kit used by players' escorts is prohibited under article 59 of the *UEFA Kit Regulations*.



An exception to this rule is where the official kit is worn. In this case, the official sponsors' advertisements on the shirts must comply with the *UEFA Kit Regulations*.

### 5.2.5. Sales of Beverages in the Stadium

No public sale or distribution of alcohol is permitted within the stadium or its private environs. All alcohol-free drinks which are sold or distributed must be dispensed in paper or open plastic containers which could not be used in any dangerous manner.

### 5.2.6. Pitch Watering

The pitch watering schedule must be communicated by the host club at the matchday organisational meeting. The pitch must be watered evenly and not only in certain areas. As a general rule, pitch watering must finish 60 minutes before kick-off. However, pitch watering may also take place after that time if the referee and both clubs agree, and provided it takes place:

- between 10 and 5 minutes before kick-off, or
- during half-time (for a maximum of 5 minutes).

### 5.2.7. Countdown

The matchday countdown should be distributed to the teams, referees, stadium speaker, host broadcaster and UEFA representatives at the match-day organisational meeting in order to provide all parties with the match details and the exact timing of activities. This document should not be distributed to the public.

A standard countdown follows, which should be amended as appropriate taking into account the specificities of the stadium.

Arrival at the stadium:

**-75'** Teams, referees, UEFA match delegate and referee observer

Match sheet to be completed by:

**-75'** Both teams

Match timetable:

**-40' to -10'** Warm-up on field

**-10'** Teams return to dressing-room

**-4'** Studs control (in corridor)

**-3'30** Teams enter field and stand in line facing the VIP box

**-3'30** UEFA Women's Champions League walk-on music starts, synchronised with entry of teams onto the field

**3'00** UEFA Women's Champions League anthem starts once the players have lined up  
**-2'20** Teams shake hands and break for team photos  
**-1'30** Team photos  
**-1'00** Coin toss – referees and captains  
**0'** Kick-off (no earlier than 11.00 hours and no later than 21.00 hours local time)

Half-time interval: 15'

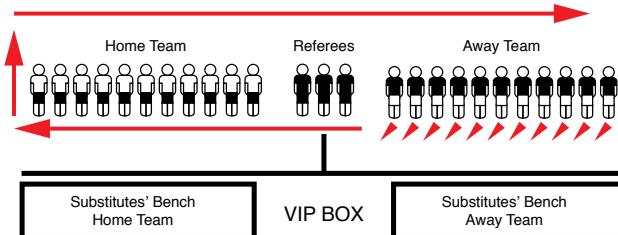
This standard countdown is available on the UEFA Women's Champions League 2011/12 FTP server.

### 5.3. Pre-Match Procedure

#### 5.3.1. Pre-match procedure without flag carriers and player escorts

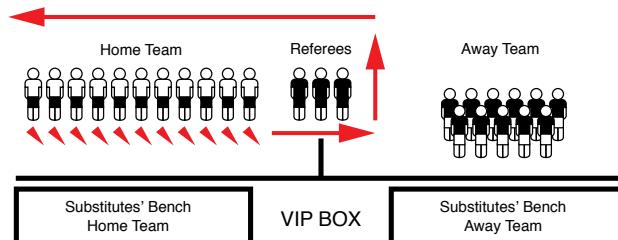
##### Step 1

Away team shake hands with referees and home team and then line up for team photo.



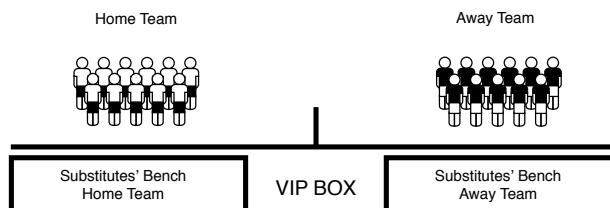
##### Step 2

As away team end their handshakes, home team start to shake hands with referees and then line up for team photo.



##### Step 3

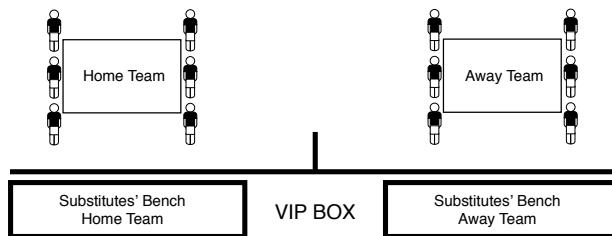
Both teams line up for team photos.



### 5.3.2. Pre-match procedure with flag carriers and player escorts

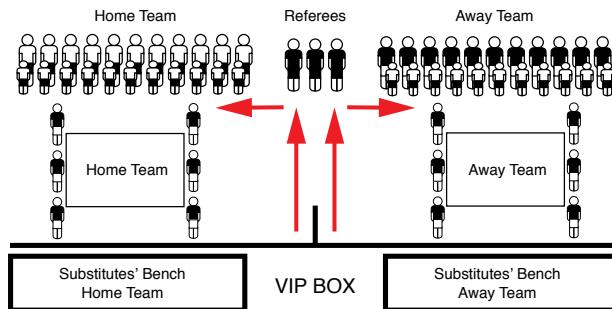
#### Step 1

Flag carriers are already in position, three metres from the touchline, three metres right/left of the centre line and holding the flags. Flags are aligned for the VIPs, with the flag carriers facing the VIP box.



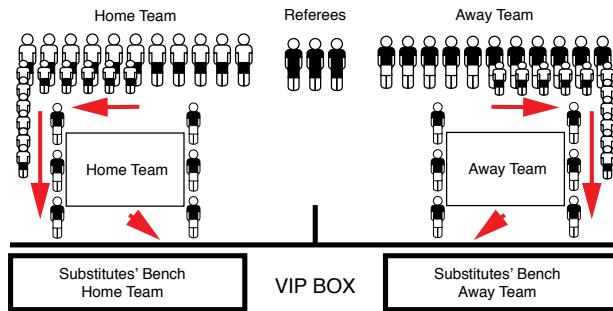
#### Step 2

Referees and teams enter pitch with player escorts and position themselves approx. six metres from the touchline, facing the flags.



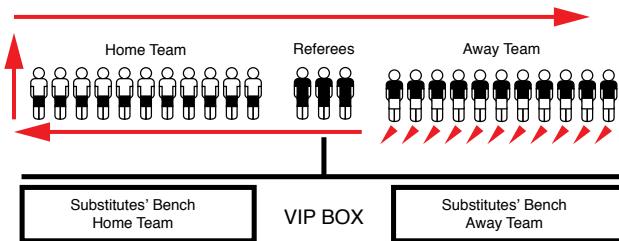
### Step 3

After the UEFA Women's Champions League anthem, the player escorts and flag carriers leave the pitch towards the touchline. The teams start the handshake procedure.



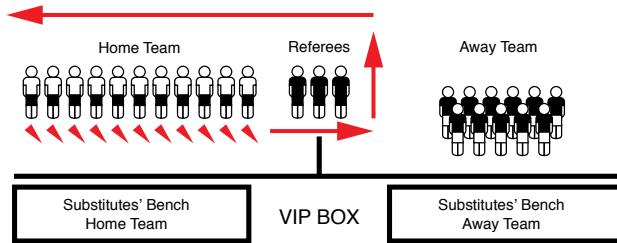
### Step 4

Away team shake hands with referees and home team and then line up for team photo.



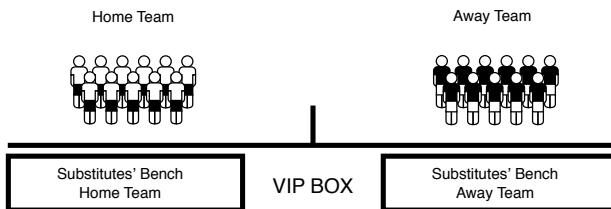
## Step 5

As away team end their handshakes, home team begin to shake hands with referees and then line up for team photo.



## Step 6

Both teams line up for team photos.



## 5.4. Match Sheet

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### 5.4.1. Completion of the Match Sheets

Before each match, at the matchday organisation meeting, each team receives a match sheet on which the numbers, surnames, first names, dates of birth and, if applicable, the shirt names of the 18 players in the squad must be indicated, together with the surnames and first names of the official seated on the substitutes' bench and on the additional technical seats. The match sheet must be properly completed in block capitals, and signed by the captain and the competent club official.

The 11 first-named players must commence the match. The other seven are designated as substitutes. The numbers on the players' shirt must correspond with the numbers indicated on the match sheet. The goalkeepers and team captain must be identified.

Both clubs must hand their match sheets to the referee at least 75 minutes before kick-off.

### 5.4.2. Photocopying and Distribution

The Host (Local Venue Manager or Media Officer), assisted by the UEFA tournament advisor, if applicable, is responsible for the production and distribution of copies of the match sheet, after obtaining the originals from the referees.

The Host must decide on the number of copies to be produced taking into account the number of media representatives and VIPs expected at the match. As a minimum, the following persons should be provided with the match sheet:

- Referees (originals)
- UEFA match delegate
- UEFA referee observer
- UEFA tournament advisor, if applicable
- Teams (minimum 8 copies per team)
- Host broadcaster
- Media
- VIPs

### 5.4.3. Accreditation System

As well as ensuring the security of tournament participants and restricting access to key areas (dressing rooms and pitch), an accreditation system ensures the consistency of access for the tournament participants.

In principle, an accreditation card (without a ticket) will allow the holder entrance into and access within the stadium, in specified areas. However, accreditation passes do not normally allow access to a seat in the stadium.

Posters illustrating the accreditation system should be affixed at defined places throughout the stadium and should be marked accordingly.

Artwork for the accreditation system which follows the UEFA Women's Champions League Brand Identity may be found in the UEFA Women's Champions League Brand Manual as well as well on the Brand FTP server.



## MEDIA

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06

## 6. MEDIA

### 6.1. Media Activities

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Adequate pre-match or pre-tournament media servicing is an important tool to attract more spectators to the match(es) and for promoting women's club football in general.

Interviews and presentations may be scheduled before, during and after each UEFA Women's Champions League match.

#### 6.1.1. Club Press Officer

Each Club must designate a specific person who is responsible for media matters, to coordinate cooperation between the Club and the media in accordance with UEFA's regulations and guidelines, including those contained in this Manual.

Where possible, this person will assist UEFA in compiling editorial features in text or electronic format before and during the season, to help promote the competition.

This person will be responsible for ensuring that media facilities and services provided by the Club meet the competition requirements and for coordinating the team's media activities for both home and away matches.

The visiting club must send (by fax or email) a full list of media accreditation

requests to the host club no later than five days before the match. In the case of the UEFA Women's Champions League final, a copy must also be sent to the UEFA venue director and UEFA media officer. The Club press officer must also ensure that all accreditation requests come from bona fide football reporters.

#### 6.1.2. Host's Press Officer

In addition to their duties as described in 6.1.1., the Host's press officer is responsible for:

- coordinating all media activities surrounding the match/minи-tournament including fulfilling the duties outlined in the media section below
- undertaking activities in order to promote the event in the region
- before and during the event, providing the media with information on training sessions, matches, press conferences, etc. He/she should also co-operate with the visiting team(s) in order to provide information to the relevant foreign media
- facilitating media access and ensuring a high level of media servicing

- distributing copies of the official match sheets (line-ups) to media representatives and VIP area as soon as these are available (one hour before kick-off)

In addition, at a mini-tournament, the Host's press officer is responsible for the production of statistical material and the running of an information desk at the tournament office, which is located in the hotel or one of the hotels where the teams are staying (see section 3.5.9).

### 6.1.3. Pre-Match Media Activities

Both clubs should ensure that, upon request, their coach and at least one key player are available to the media the day before the match. If this media activity takes the form of a press conference, the Host (LOC) is responsible for providing suitable facilities and infrastructure, including a qualified interpreter if required.

### 6.1.4. Training Sessions

Both clubs must make their last training session before the match open to the media for at least 15 minutes. In principle, the visiting club holds its official training session in the stadium where the match will take place. Each club may decide whether the entire training session in question or only the first or last 15 minutes will be open to the media. If a club decides to make only 15 minutes open, this applies to all sectors of the media, i.e.

audiovisual media, audio media, written press, photographers, the official club platforms and the club photographers.

Should the Club decide to open the training session for only 15 minutes and if its own official club platform crew wishes to attend the entire session, then an ENG crew from both (i) the host broadcaster and (ii) the main visiting broadcaster must be given the same opportunity. This applies for both home and away matches.



Should the club allow its own photographer to attend the entire training session (of which only 15 minutes are open to the media), the club photographer must provide UEFA – upon request – with photos which UEFA will then make available to the international media.

### 6.1.5. Interviews and Pitch-Side Presentations

If requested by UEFA, both clubs must make the head coach and one player available the day before each match for a short interview, to be recorded by the audiovisual rights holder in the territory of the relevant club.

Interviews are not permitted during the match on the field of play itself or in its immediate vicinity. However, arrival, half-time, and flash interviews can take place at locations pre-determined by the Host and, in the case of the final, the UEFA media officer.

For post-match flash interviews, if requested, both clubs must make their coach and key players available to the host broadcaster, the main audiovisual rights holder in the territory of the relevant clubs and other audiovisual rights-holders.

### 6.1.6. Post-Match Press Conferences and Mixed Zone

Each club must make their coach available to audio reporters, written press, audiovisual rights holders and non-rights holders after the match, in a press conference or informal interview area.

If this media activity takes the form of a press conference, the Host (LOC) is responsible for providing suitable facilities and infrastructure, including a qualified interpreter if required.



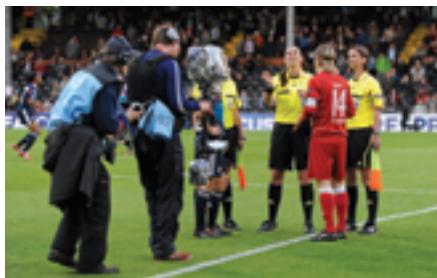
In addition, a mixed zone must be set up for the media on the way from the dressing rooms to the team transport area to offer reporters additional opportunities to conduct interviews with players after the match. The Host must ensure that the area is safe for players and coaches to walk through. Players of both teams are obliged to pass through the mixed zone but they are not obliged to give interviews if they do not wish to do so. Any alternative arrangements require

### 6.1.7. Dressing Rooms

The team dressing rooms are off limits to representatives of the media before, during and after the match. However, subject to the prior consent of the Club, one camera of the host broadcaster may enter the dressing room to film the players' shirts and equipment and conduct one brief presentation involving the main reporter or presenter from such audiovisual rights-holder. This filming must be completed well before the arrival of the players, ideally some two hours before kick-off.

### 6.1.8. Field of Play and Technical Zone

No media representatives are allowed to go on to the field of play before, during or after the match, with the exception of the hand-held camera crew covering the team line-ups at the start of the match and up to two cameras of the host broadcaster filming after the end of the match, including any extra time and kicks from the penalty mark.



dressing-room area, with the exception of UEFA-approved interviews and a camera of the host broadcaster filming the following activities:

- team arrivals (as far as to the dressing-room area)
- players in tunnel prior to taking the field (before the match)
- players returning to the pitch at the start of the second half

A limited number of photographers, cameramen and production staff of the audiovisual rights-holders – all equipped with the appropriate pitch-access

accreditation – are allowed in the area between the boundaries of the field and the spectators (see diagrams in 4.2.6 and 6.1.11).

### 6.1.9. Club Audio Media Partners

Audio reporters are not allowed to enter the field of play nor may they have access to the pitch, tunnel, dressing rooms or interview area. They may attend the post-match press conferences and will be granted access to the mixed zone.

### 6.1.10. Written Press

This section applies to media that report in writing only, whatever may be the support they use (e.g. newspaper, internet websites, mobile portals). Clubs should accept accreditation applications from such media as written press, with access to the post-match press conference and mixed zone, on condition that they do not cover the game (including press conferences and the mixed zone) live in sound and/or pictures.

### 6.1.11. Photographers

A limited number of photographers may work in the areas behind the advertising boards behind the goals. Photographers may only change ends at half-time or, if appropriate, during the interval before the start of extra time. For the final, in exceptional circumstances, special dispensation to work in other areas is given by the UEFA media officer.

Photographers may attend the pre- and post-match press conferences subject to space restrictions. However, no photography is allowed in the mixed zone.

For the final, each photographer must obtain – and sign for – the appropriate UEFA Women's Champions League



photographer's bib before the match and must return it before leaving the stadium. The bib must be worn at all times, with the number clearly visible on the back.

Photographs taken by officially accredited photographers may be published online (including internet and mobile) for editorial purposes only, subject to the following conditions:

- They must appear as stills and not as moving pictures or quasi-video;
- There must be an interval of at least 20 seconds between postings of photographs.

### Media Positioning at Match:



① Teams before the game

② Photographers and TV crews before the game

③ Photographers and TV crews during the game

**Important:** Photographers and TV representatives must keep off the field of play at all times

④ Hand-held TV camera of host broadcaster (for individual close-ups during line-up)

### 6.1.12. Recording of Matches

Should matches be televised, the Host must provide UEFA with a recording of the entire match – free of charge, in HDCAM or, if not available, in Digibeta (or another broadcast standard to be confirmed with UEFA in advance) – to be sent to the UEFA administration within seven days of the match for the attention of the Competition Manager. Please refer to section 2.5 of this Manual and to paragraph 26.05 of the Competition Regulations.

In addition, DVDs of the match should be provided to the participating teams as well as to the referees within one hour of the final whistle.

### 6.1.13. Filming for Technical Purposes

For mini-tournaments, should the matches be televised, or in the case where the host club organises technical filming of the matches, all teams must be provided with a DVD of the matches the morning after the matches at the latest.

For home-and-away matches, the clubs involved in a match may film the match for technical purposes. Clubs which are not involved in the match and who wish to film the match for technical purposes must obtain the permission of the Host given that clubs hold the commercial rights to their home matches, as laid down in Article 26 of the competition regulations.

## 6.2. Cooperation with Media

### 6.2.1. Pre-Season Procedure

#### Provision of Information to UEFA

In order to promote and raise the level of exposure of the UEFA Women's Champions League, as well as to give interested parties more information on the participating teams, all Clubs are requested to send the following information to UEFA. This information will be used for non-commercial promotional purposes including posting on the UEFA Women's Champions League pages of uefa.com.

#### News

As the official website of UEFA and the UEFA Women's Champions League, uefa.com will endeavour to keep followers of the competition up-to-date with all the latest reports and news. As such, your press officer is requested to send as of the Qualifying Round a mail to newsdesk@uefa.ch with any interesting news/quotes/features plus the accompanying photos which would be appropriate for the website. As a minimum, such features should be sent a few days prior to each UEFA Women's Champions League fixture. The better the information sent, the better the coverage of this top women's club event.

#### Club information for uefa.com

The Clubs playing in the Round of 32 are requested to provide UEFA with the following information by 1 September 2011:

- Head Coach (full name – date of birth – nationality – career as a player and as a coach – honours)
- Press Officer
- Club history / club honours
- Internet address (if available)
- Club logo

#### Photographs for uefa.com

The Clubs playing in the Round of 32 are requested to provide UEFA with the following photographs by 1 September 2011:

- Individual player photographs
- Team group photograph
- Coach/Manager photograph
- Home and away team kits
- Stadium (home ground in the UEFA Women's Champions League)
- Action shots of the team playing

The details of the FTP server to which the photographs and other material should be uploaded will be communicated in due course.

### 6.2.2. Matchday Procedures

#### Press-kit

Prior to a match in the UEFA Women's Champions League, and in order to service the media, UEFA recommends that the Host prepares a press-kit which includes the following information:

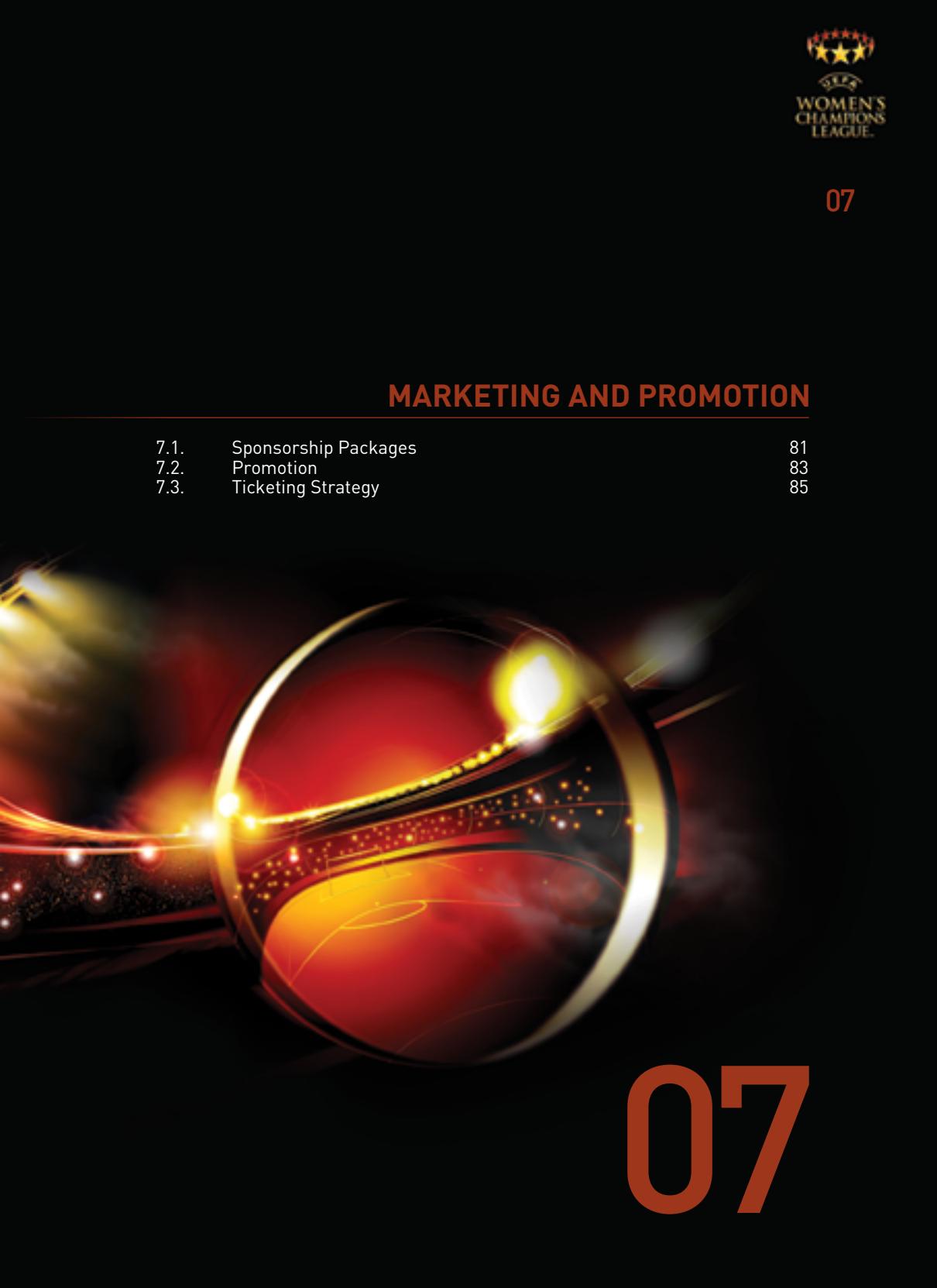
- Latest news from the two teams
- Quotes/interviews from both coaches and at least one player from each team
- Updated player list for each Club (including information such as: matches played / goals scored by each player in national league, in UEFA Women's Champions League and for the national team)
- Updated list of season competition results for each Club
- Head to head results of the two Clubs (if applicable)
- Record in Europe for the two Clubs (if applicable)
- Disciplinary situation in UEFA Women's Champions League
- Information about the referee and assistant referees

The Host's press officer should cooperate with the press officer of the visiting Club(s) for the preparation of the press-kit.

## MARKETING AND PROMOTION

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## 7. MARKETING AND PROMOTION

### 7.1. Sponsorship Packages

For the qualifying round, round of 32, round of 16, quarter-finals and semi-finals, the Host may exploit the Commercial Rights of all matches played under their auspices (see Article 26 of the Competition Regulations or section 2.5 of this Manual).

Following are some examples of rights that may be sold to sponsors in relation to the UEFA Women's Champions League matches. Commercial Rights for these matches (excluding the Final) could be marketed together with a Club's domestic league matches. They could also be offered as a bonus to the Clubs' existing commercial partners.

Sponsorship opportunities include:

- Exclusivity
- Broadcast rights
  - Broadcast sponsorship, commercial airtime, on-screen credits, etc
- Event rights
  - Boards, other advertising (backdrops, magazine, etc), tickets and hospitality
- Association rights
  - Use of Marks and designation, merchandise
- Pass-through rights

- Promotional rights
  - On-site, sole and exclusive promotion (priceless moments), Sponsor Recognition Programme

Sponsorship opportunities should be fine-tuned with potential partners and be delivered in a professional way. More details on some of these opportunities follow.

#### 7.1.1. Exposure on Print Material

The sponsor logo may be shown on all printed material. Standard artwork for the following print materials following the UEFA Women's Champions League Brand Identity may be found in the Artwork Templates of the UEFA Women's Champions League Brand Manual, , as well as on the Brand FTP server.

- Match/Mini-Tournament Programme
  - sponsor logos on back cover
  - one page, half-page or quarter-page advertisements in the programme (depending on the level of sponsorship/supply)
- Official Posters, Flyers and Banners
- Ticket (sponsor logos on back of ticket)

- Media Backdrops
- Press Kit Folders
- Press Paper

### 7.1.2. Exposure in the Match Stadium

UEFA would recommend a minimum of two or maximum of four advertising boards in the match stadium to be offered to sponsors or suppliers. Standard board dimensions are: 6m length x 0.9m height.

The number of boards offered to a sponsor or supplier would depend on the level of sponsorship/supply.

To ensure quality standards, boards should be made from a rigid material; PVC boards (banners) should not be used.

### 7.1.3. Television Exposure

With the exception of the Final matches, television rights may be exploited as follows:

- International rights (outside of the host country)
- National rights (throughout the host country)
- Regional rights (regional television)

Rights may be sold on an exclusive or non-exclusive basis to one or more of the above categories.

### 7.1.4. Services

#### VIP Package

Based on the level of sponsorship or supply, a partner may be offered a certain number of VIP packages including a match ticket, hospitality access and parking pass.

#### Invitations

A partner may be invited to official functions and social events organised by the Host.

#### Product Sales

Provided that the stadium infrastructure allows, and the corresponding local laws are respected, a partner may expose and sell its products in the match stadium.

#### Other items

The Host may also offer some souvenir items to a partner. For example, UEFA Women's Champions League merchandising articles (approved by UEFA – see Brand Manual).



### 7.1.5. Promotional Material

In addition to the exposure on print material, the sponsor logo may also be shown on the following promotional material or communicated through the following tools:

- Advertisements in newspapers
- Radio advertising
- Television advertising
- Giant City Television Screen
- Public address system in the stadiums
- Internet (Host website)

## 7.2. Promotion

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The success of a Host's promotional activities may be measured by the attendance figures in the stadiums.

The Host should formulate a promotional strategy with the aim of realising maximum stadium attendances and media coverage.

Possible promotional activities include the following:

- Radio/TV spots
- Banners and billboards throughout the host city/cities
- Posters throughout the host city/cities
- Distribution of flyers
- Cooperation with newspapers
- Cooperation with schools (adopt a team, cultural activities related to the countries of the participating clubs)
- Cooperation with regional football association

- "Football Ambassadors" – involvement of well-known players
- Promotional activities at domestic league matches (women's and men's), such as:
  - information stand
  - announcements at half-time
  - video board
- As well as promoting on the Club's website, advertise on regional association's and national association's websites
- Club activities linked to the mini-tournament/match, e.g. club's youth teams
- Competition to become player's escorts and/or ball girls
- Active approach towards sponsors, inviting sponsors, employees and their children; providing a special sponsor promotion programme
- Ticket competitions



A matchday/mini-tournament programme, which is intended primarily for supporters, is another important means of promotion which the Host may decide to use.

The programme can be sold to the general public or be distributed free of charge. In addition, the programme should be distributed free of charge to media representatives, the competing teams and VIP guests.

The Host should take an active approach towards the local and national media by providing news and comments on the competition including results of the other groups, possible opponents for the next round, information on the final round, etc.

Standard artwork following the UEFA Women's Champions League Brand Identity may be found in the UEFA Women's Champions League Brand Manual, as well as on the Brand FTP server, for the following items:

- city banner
- entrance banner
- poster
- flyer
- matchday/mini-tournament programme



## 7.3. Ticketing Strategy

The Host should formulate a ticket strategy with the aim of attracting spectators to the stadium.

Such a strategy should include elements covering ticket prices and ticket categories.

### 7.3.1. Ticket Prices:

Prices should be reasonable so as not to deter attendance.

Note, in order to emphasize the top international nature of the matches UEFA does not recommend that entrance into the stadium be free (with an exception for children).

### 7.3.2. Ticket Categories:

- individual match tickets
- mini-tournament pass (valid for any match of the tournament)
- family ticket e.g. parents attending matches with children under a certain age pay a single price for the whole family
- ticket offer to local schools
- ticket offer to communities/municipalities at low prices – the local government may distribute tickets to the population free of charge emphasising the municipalities' support of this tournament

- ticket offer to sponsors at low prices
  - the sponsor may distribute tickets to employees and their children
- supporters wearing the shirt of one of the participating teams may enter free of charge or at reduced fee
- special offers to local companies
- team ticket – a certain number of persons may attend the match for a special rate (a team of 15, 20 or more persons)
- invitation cards for VIPs and guests

### 7.3.3. Added Value

The purchase of a ticket may entitle the buyer to an additional added value. For example, a free souvenir item (T-shirt, cap, etc).

### 7.3.4. Ticket Design

The design of the tickets should follow the UEFA Women's Champions League Brand Identity. Standard artwork for a ticket may be found in the Artwork Templates in the UEFA Women's Champions League Brand Manual, as well as on the Brand FTP server.



### 7.3.5. Reserved Tickets

An adequate number of complimentary and purchase tickets must be reserved for the visiting Clubs.

In addition, the official UEFA representatives and at least ten representatives of the visiting Club and its association must be provided with top-category seats (and associated hospitality) in the VIP sector.

Visiting Clubs must advise Hosts of the number of tickets required at least 10 days before the date of the match/mini-tournament. The price of tickets for supporters of the visiting team may not exceed the price paid for tickets of a comparable category that are sold to supporters of the home team.

## COMMUNICATION OF INFORMATION

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## 8. COMMUNICATION OF INFORMATION

### 8.1. Host to UEFA

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#### Stadium Questionnaires and Certificates

The following questionnaires and certificates in relation to the stadiums which will be used for the matches in the competition, including those which would be used in the final round, are required by 3 June 2011:

- A UEFA stadium questionnaire for each stadium which will be used by your club in the 2011/12 competition to be completed in FAME online by the national association stadium questionnaires managers.
- If applicable, a copy of the *FIFA Recommended 2-Star* licensing certificate or *FIFA Recommended 1-Star* licensing certificate issued by a FIFA accredited laboratory within the 12 months before the entry deadline.

## Match Administration

Clubs must provide the UEFA administration with the following information by the deadlines indicated:

Match Administration		
	Exact Match Dates	Venue and kick-off times
Qualifying Round	fixed date	Mon, 11 July 2011
Round of 32	Mon, 29 August 2011	Mon, 29 August 2011
Round of 16	Wed, 12 October 2011	Wed, 12 October 2011
Quarter-Finals	Thu, 1 February 2012	Wed, 15 February 2012
Semi-Finals	Fri, 30 March 2012	Fri, 30 March 2012
Final	fixed date	fixed

## 8.2. All Participating Teams to UEFA

All participating teams must provide the UEFA administration with the following information by the deadlines indicated:

Team Administration			
	Players List (in FAME)	Amendments to the Players List (FAME)	Kit Approval Form
Qualifying Round	Thu, 28 July 2011	Tue, 9 August 2011	Mon, 11 July 2011
Round of 32	Wed 14 September 2011	Mon, 26 September 2011	Mon, 29 August 2011
Round of 16	n/a	Mon, 31 October 2011	n/a
Quarter-Finals	n/a	Mon, 12 March 2011	n/a
Semi-Finals	n/a	n/a	n/a
Final	n/a	n/a	Wed, 25.04.2012 (plus samples of first and second choice player and goalkeeper kit)

Contact details for the UEFA administration can be found in section 9

### 8.3. Host to the Visiting Team(s)

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In order to facilitate the co-operation between the teams concerned the Host should provide the visiting team(s) with the following information:

- if requested, a standard invitation letter to fulfil visa formalities
- information on any special procedures regarding visas, customs clearance, passport controls, etc
- health information (e.g. recommended vaccinations, suitability of tap water for drinking, etc)
- information on the nearest international or domestic airport to the tournament headquarters/ hotels. Note: the Host may also propose an airport in a neighbouring country if the journey from this airport to the venue is considerably shorter (see also section 3.6.2)
- information on the vehicles which will transport the teams and their luggage (see also section 3.6.3)
- information on the LOC including names, functions and contact details
- the names and contact details of the Team Liaison Officer of each team
- full details of the tournament accommodation
- information on the room reservations (singles for the officials, twin rooms for the players, equipment room, massage room, meeting room, separate floor, etc.)
- details on the room rates to be settled at the hotel before departure for any additional delegation member or for extended stay
- names of the match stadiums
- names of the training grounds
- distances from the hotel to the airport, stadiums and training grounds (in km and minutes) – ideally a map should be provided (see also section 3.4)
- proposed menu plan
- mini-tournament schedule including venues and kick-off times
- information on any official receptions/events

A copy of the relevant correspondence should be sent to the UEFA administration.

Ideally, a small folder or tournament guide should be produced and handed over to the visiting teams and UEFA representatives upon their arrival. This document may include the following items:

- information as outlined above
- a welcome message
- the printed souvenir programme, if applicable
- the names and nationalities of the UEFA match delegate and referees
- a list of important numbers (LOC members, hospital, police, embassy, etc.)
- a hotel brochure
- photos of the match venues
- important information on the match venues (name, city, capacity, lighting, dimensions of the playing field, etc.)
- a list of interesting places to visit / a proposal regarding excursions
- a day-to-day programme (including the activities of each team)
- training schedule
- meeting schedule
- information on television coverage
- information on any pre-match activities
- match countdown
- Host's expectations regarding the conduct of a visiting team during the mini-tournament
- information on any special habits in the Host's country
- pre-tournament press releases
- information on the ticketing procedure, accreditation, etc.
- information on any security issues at the hotel, training grounds or match venues (police escort, etc.)
- information on the expected spectator attendance at the matches
- information on any special activity during the mini-tournament (national holiday, grassroots events before the matches, etc.)

## 8.4. Visiting Team(s) to the Host

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In order to ensure that the appropriate reservations and arrangements are made, a visiting team should provide the Host with the following information/requests, as applicable, well in advance of the match or mini-tournament:

- flight details
- exact number of delegation members
- special wishes regarding hotel room categories (singles, doubles, suites, etc.)
- rules with regard to mini-bar, Pay TV, telephone lines in the players' rooms, etc
- training schedule
- meeting schedule
- menu plan and any special dietary requests
- eating times (including pre-match snacks)
- information on the luggage to be collected at the airport (number of pieces, type of luggage, approximate weight, etc.)
- whether a cook would travel with the team
- information on any food/beverages to be brought into the country
- information on any special equipment (television camera, computer equipment, etc.) to be brought into the country
- whether the team travels with its own massage table
- whether the team travels with its own training balls
- requests regarding equipment/ services to be provided at the match stadiums or training grounds (additional massage tables, tactical board, number of balls, mobile goals, small goals, specific quantity of water, tea, fruits, etc.)
- requests for additional vehicles
- colours of the first-choice and second-choice team kits
- colours of the goalkeeper kits
- requests with regard to attending matches of the other teams
- information as to how the visiting team will settle its extras, including the expenses of additional delegation members or additional days
- requests regarding equipment in the meeting room

## UEFA CONTACT INFORMATION

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## 9. UEFA CONTACT INFORMATION

### 9.1. Main Address

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UEFA - Union des associations  
européennes de football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Tel: +41 22 848 00 27 27  
Fax: +41 22 848 01 27 27  
Media Desk Tel: +41 22 848 04 27 27  
Press Fax: +41 22 707 28 38  
[www.uefa.com](http://www.uefa.com)

### 9.2. UEFA Women's Champions League Contact Persons

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The following persons may be contacted in case of specific queries or for general assistance or advice with regard to the organisation of a mini-tournament or match of the UEFA Women's Champions League:

#### **UWCL Competition Management ([womensfootball@uefa.ch](mailto:womensfootball@uefa.ch))**

Anne Vonnez, Women's EURO and UWCL Competition Manager

Christine Huisman, Women's Competitions Assistant

- competition format
- financial conditions
- competition regulations
- manual
- coefficients and draws

#### **Match Operations ([matchcentre@uefa.ch](mailto:matchcentre@uefa.ch))**

Maika Fischer, Match Operations Assistant

- administration of matches/mini-tournaments (dates, venues, kick-off times, preliminary site visits)
- players' registration
- kit approval

#### **Brand ([brand@uefa.ch](mailto:brand@uefa.ch))**

Julie Chanel, Brand Coordinator

- use of UEFA Women's Champions League Logo and Artwork Templates
- approval of designs

#### **Media Relations ([media@uefa.ch](mailto:media@uefa.ch))**

- media matters

#### **uefa.com ([newsdesk@uefa.ch](mailto:newsdesk@uefa.ch))**

Paul Saffer, UWCL editor

- club information and photographs

Note: details of FTP server for upload of material for uefa.com to be communicated in due course.

## ORGANISATIONAL TEMPLATES

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## 10. ORGANISATIONAL TEMPLATES

The following templates and checklists are available on the UEFA Women's Champions League FTP server.

- 10.1. Telephone Contact List
- 10.2. Invitation to Organisational Meeting
- 10.3. Organisational Meeting Agenda (Mini-Tournament)
- 10.4. Organisational Meeting Agenda (Match)
- 10.5. Team Colours Summary
- 10.6. Match Organisation Checklist
- 10.7. Countdown
- 10.8. Announcements in the Stadium
- 10.9. Stadium Board Configuration Plan
- 10.10. Mini-Tournament Ranking
- 10.11. Mini-Tournament Statistics
- 10.12. Mini-Tournament Top-Scorer



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