

WE CARE ABOUT FOOTBALL



**REPORT OF THE PRESIDENT AND EXECUTIVE COMMITTEE
UEFA ADMINISTRATION REPORT**

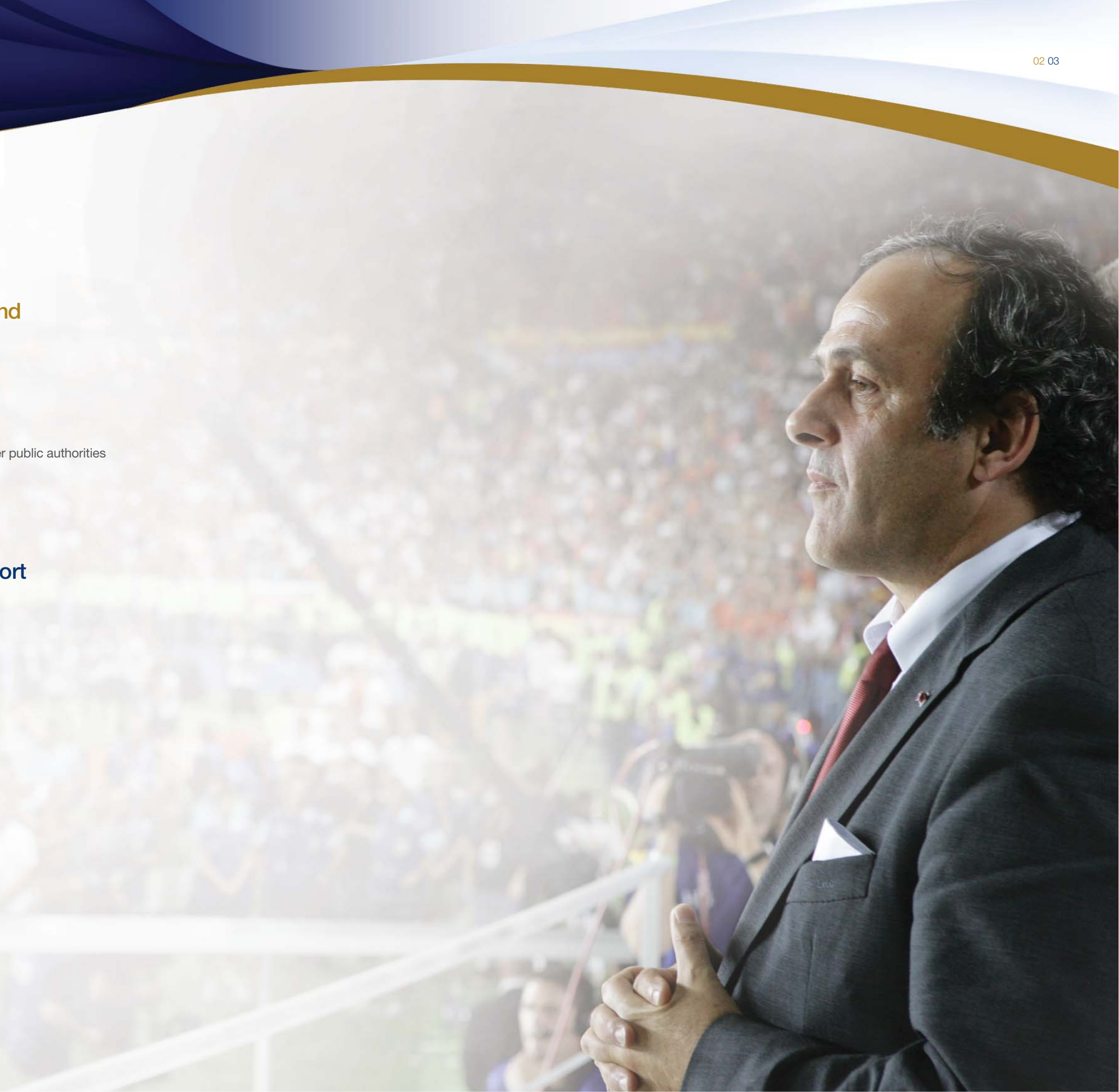
2007/08

XXXIII Ordinary UEFA Congress
Copenhagen, Denmark, March 2009

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SIDENT MITTEE



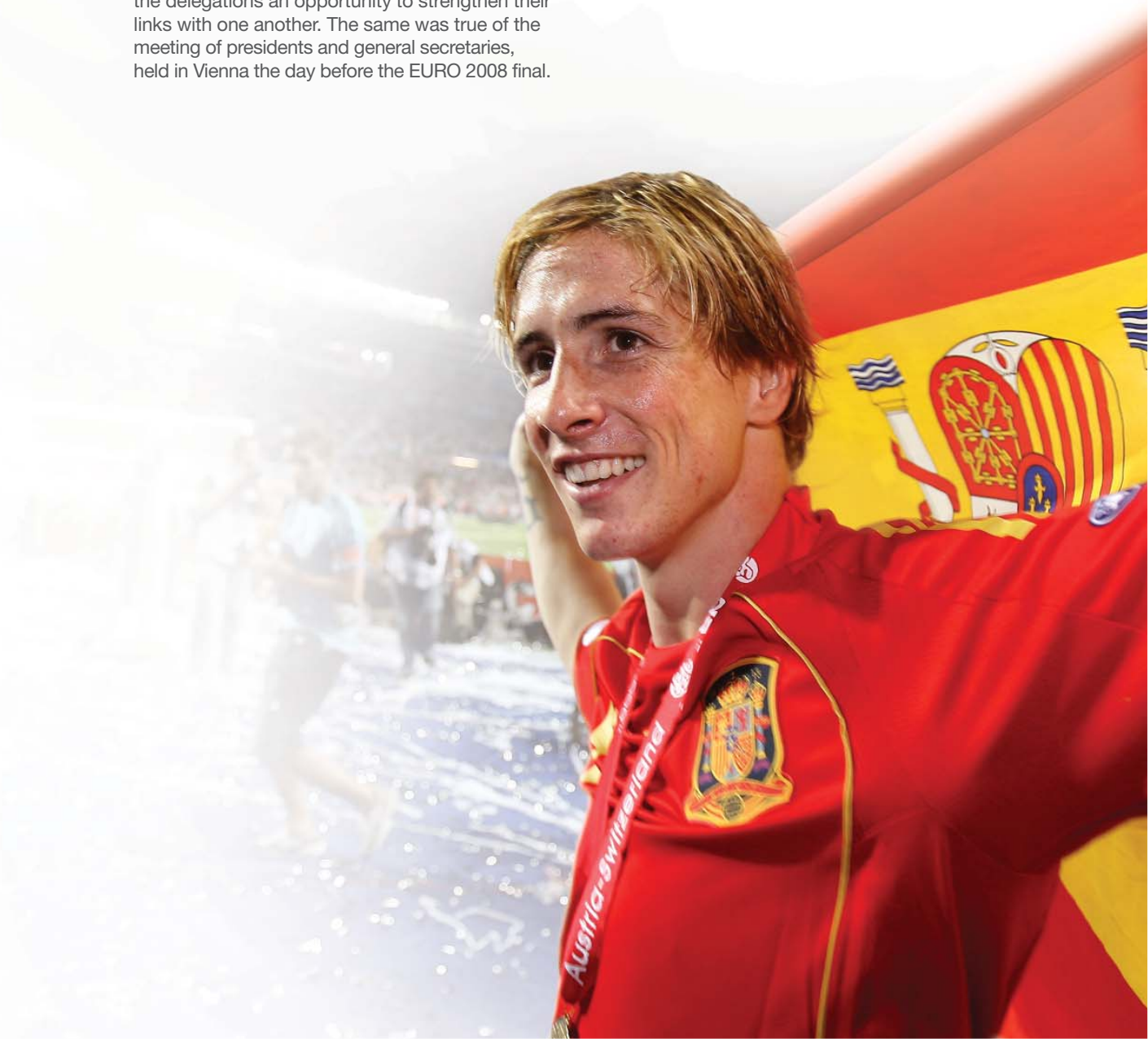
period covered by this report was also
ed by continuing measures to strengthen
between members of the European football
y. A vital step in this direction was taken in
ary 2008, with the creation of the European
Association, which replaced the European
Forum and was recognised by the clubs
UEFA as the body capable of representing
European clubs and defending their interests.
measure resulted in the disbanding of the
sive group of clubs based in Brussels (the
alled G14) and the withdrawal of various
plaints pending with civil courts. Another
bling block – the release of players for
nal team matches – was also successfully
ved for the benefit of the European football
y as a whole.

ted in early 2007, the Professional Football
egy Council has proved, in these and other
issions, to be an ideal forum for debate of
rtant issues common to UEFA and its
ber associations, professional leagues,
s and players. An agreement was also
ed between UEFA and FIFPro Europe in
ber 2007.

chaired by Executive Committee members,
UEFA committees fully played their part by
orting the Executive Committee, which
ffited from their detailed work. Their opinions
proposals were included in reports brought
ch meeting of the Executive Committee,
lling it to take decisions with the benefit of
mittee recommendations. Committee weeks
introduced, during which two committee
ings were held each day at UEFA
quarters in Nyon. The expert panels also
ributed to the Executive Committee's
ities. All the national associations are
esented within these bodies by their most
or officials, giving them greater involvement
FA's work and activities.

Links with the member associations and their
officials were also improved through numerous
visits made by the President to the associations
and by delegations to UEFA's Nyon headquarters,
as well as the regular participation of Executive
Committee members in national association
general assemblies. Free of the tension of
elections, the 32nd Ordinary UEFA Congress,
which was held in Zagreb on 31 January 2008,
also provided a chance to discuss many of the
issues being addressed by UEFA, while offering
the delegations an opportunity to strengthen their
links with one another. The same was true of the
meeting of presidents and general secretaries,
held in Vienna the day before the EURO 2008 final.

During the period covered by this report,
the policy of strengthening the national
associations was implemented through the
organisation of seminars specially tailored to the
associations' individual needs (TEP programme)
and the sharing of good practices in the
management of sport and sports competitions
(KISS programme).



Club competitions will enter a new season cycle in 2009, with a revised format. Also, dialogue and the exchange of ideas chosen as means of reaching a solution as far as possible, took all interests into account, without ever losing sight of the general interest and the pre-eminence of the sporting aspect. The Executive Committee adopted the new club competitions format at its meeting in London at the end of 2007, opening the UEFA Champions League to representatives of more national associations while retaining the elements crucial to its success. Furthermore, the final will be played on a Saturday evening rather than a Wednesday, a switch that should enable more children and families to attend, as well as ensuring that the match marks the culmination of a week-long football festival.

Regarding the UEFA Cup, at their meeting on 15 September 2008, the Executive Committee approved a change of name to the UEFA Europa League and chose the format of 12 groups of teams, with centralised marketing of media rights for the group stage and fully centralised marketing of the knockout phase. The Executive Committee also decided to stick with the principle of clubs linking the UEFA Champions League with the new UEFA Europa League, though allowing clubs eliminated in the Champions League second and third qualifying rounds to enter the new competition. Finally, the UEFA Super Cup will continue to be played in Monaco until at least 2011 and will, from now on, be marketed with the UEFA Champions League rather than the UEFA Cup.



In addition, the President and Executive Committee members carried out numerous individual missions, including meetings with political authorities, working group meetings, visits to national associations and representing UEFA at matches throughout Europe.

The European members of the FIFA Executive Committee participated in all UEFA Executive Committee meetings in order to ensure consistent, harmonious cooperation between world football's governing body and UEFA. Moreover, at each of these meetings, the President and General Secretary of the host national association were invited to attend in order to familiarise themselves with the Executive Committee's work and the way it dealt with the issues under discussion.



Summary of meetings:

26 September 2007 in Istanbul

- Adoption of EURO 2008 draw procedure
- Proposal for ranking system for the draw for the 2010 World Cup qualifying competition
- Partnership agreement with the International Committee of the Red Cross at EURO 2008
- Payment of a subsidy of CHF 1 million to the Hellenic Football Federation to fund the reconstruction of infrastructures damaged by fire
- Amendment of dates for the final round of the 2009 European Under-21 Championship
- Approval of the regulations of the inaugural European Under-21 Futsal Tournament
- Support for the principle of an insurance fund in case of player injuries during EURO 2008



30 November – 1 December 2007 in Lucerne

- Approval of the new club competitions format for 2009-12
- UEFA Champions League final moved to Saturday from 2010
- Approval of the agreement with the new European Club Association (ECA)
- Hungarian Football Federation selected to host the final round of the 2009/10 European Futsal Championship
- Football Union of Russia named as hosts of the final round of the inaugural European Under-21 Futsal Tournament
- FC Dinamo Moskva appointed as hosts of the final round of the 2008 Futsal Cup
- Adoption of new UEFA Anti-Doping Regulations
- Approval of mandatory full cardiological screening for all players at EURO 2008
- Approval of the creation of a bureau for the HatTrick Committee
- Appointment of the Danish Football Association as hosts of the 2009 Ordinary UEFA Congress
- Approval of a draft memorandum of understanding with the Alliance of European Football Coaches' Associations
- Agreement in principle to the use of giant screens in EURO 2008 stadiums for the broadcast of match action
- Acceptance of the national associations of Austria, Denmark and the Republic of Ireland to the UEFA Convention on Referee Education and Organisation

March 2008 in Vaduz

Selection of the Santiago Bernabeu stadium in Madrid to host the 2010 UEFA Champions League final and of the Arena Hamburg to host the 2010 UEFA Cup final

Decision to continue staging the UEFA Super Cup at the Stade Louis II in Monaco until at least 2011

Selection of the French Football Federation as host of the 2009/10 European Under-19 Championship final round

Selection of Nyon as the venue of the final round of the European Women's Under-17 Championship in 2008 and 2009, to be organised by the UEFA administration

Approval of a Respect campaign

Approval of the 2008/09 UEFA club competition regulations

Adoption of the Regulations of the UEFA Futsal Cup 2008/09

Approval of the Regulations of the UEFA Women's Cup 2008/09

Amendment of the dates of the 2009 European Futsal Championship final round and of the 2009 European Women's Championship

Abolition of the division system in the European Women's Championship

Adoption of a new policy for trophies awarded to winners of major competitions, which in future will be kept permanently at UEFA's headquarters

19-20 May 2008 in Moscow

- Approval of a new system for calculating national team coefficients for competition draws
- Selection of the Football Association of the FYR Macedonia to host the final round of the European Women's Under-19 Championship in 2010
- Adoption of the regulations for the UEFA youth competitions in the 2008/09 season
- Approval of the regulations of the UEFA European Under-21 Championship 2009-11
- Adoption of the new UEFA Disciplinary Regulations, including the introduction of community service penalties
- Amendment of the rules concerning suspensions after yellow cards issued at EURO 2008
- Admission of the national associations of Armenia, Azerbaijan and Cyprus (one star), Russia (two stars) and Wales (four stars) as members of the UEFA Grassroots Charter
- Admission of the national associations of the Republic of Ireland (Pro level) and Armenia (B level) to the UEFA Convention on the Mutual Recognition of Coaching Qualifications

27 June 2008 in Vienna

- Approval of the document entitled "Safeguarding the heritage and future of team sport in Europe" with a view to addressing the French Presidency of the European Union and the European Commission
- Approval of UEFA's consolidated budget for the 2008/09 season
- Adoption of the Regulations of the UEFA European Futsal Championship 2009/10, with the number of final round participants increased to 12



meeting in Vienna on 27 June, the Executive Committee also approved a document drafted by UEFA in collaboration with the European football, handball, ice hockey, rugby and basketball federations. This document (regarding the heritage and future of team sport in Europe"), addressed to the French Presidency of the EU and the European Commission, aimed to defend the values of the European sports model by stressing the need for effective self-regulation and greater legal certainty through the appropriate recognition of the specificity and autonomy of sport. In it, the Executive Committee particularly emphasised the importance it attaches to training and the protection of minors.

It is also worth noting the steps taken in relation to social dialogue between employers and employees, which resulted in the creation of a social dialogue committee for European professional football, chaired by the UEFA President and composed of FIFPro Division Europe on the employees' side and the ECA and EPFL on the employers' side.

In addition, the President, Michel Platini, addressed the Parliamentary Assembly of the Council of Europe in January 2008, when he called for the protection of the essential values of sport and of its specificity, stressing the importance of sport as a factor of social and cultural integration. At this session, the Council of Europe unanimously passed a resolution to protect the European sports model.

While the Executive Committee continues to do its utmost to ensure that football is able, under law, to fully express its specificity, it is also well aware of football's social role and is constantly involving UEFA in the fight against racism and all forms of discrimination. In this context, UEFA particularly contributed to a conference against violence in sport, organised in November 2007 by the European Commission in partnership with the Portuguese Presidency of the EU Council and the European Parliament. Furthermore, at the start of the 2007/08 club

competition season, the Executive Committee reaffirmed its determination to fight against racism and all forms of discrimination and urged referees and delegates to take a hard line in this area. It expressed the same determination to combat doping, requiring out-of-competition testing and, for the first time, blood tests during EURO 2008. On this theme, the Executive Committee also decided to give financial support to a study that could result in a new anti-doping test involving hormone profiles.

It also worked with the International Committee of the Red Cross to launch a campaign in connection with EURO 2008 to help victims of anti-personnel mines in Afghanistan. UEFA also contributed to other humanitarian projects, an anti-obesity campaign and environment protection initiatives.

Executive Committee during 2007/08 period:

President: Michel Platini (France), elected in 2007,
Executive Committee member since 2002

Vice-President: Senes Erzik (Turkey),
Executive Committee member since 1990

Vice-President: Geoffrey Thompson (England),
Executive Committee member since 2000

Vice-President: Ángel María Villar Llona
(Spain), Executive Committee member since 1992

Vice-President: Gerhard Mayer-Vorfelder
(Germany), Executive Committee member
since 2000

Vice-President: Marios N. Lefkaritis (Cyprus),
Executive Committee member since 1996

Members:

Franco Carraro (Italy), joined the
Executive Committee in 2004

Viacheslav Koloskov (Russia), joined the
Executive Committee in 1994

Gilberto Madaíl (Portugal), joined the
Executive Committee in 2007

Joseph Mifsud (Malta), joined the
Executive Committee in 1994

Per Ravn Omdal (Norway), joined the
Executive Committee in 1992

Mircea Sandu (Romania), joined the
Executive Committee in 2007

Mathieu Sprengers (Netherlands) †, joined the
Executive Committee in 1996

Grigoriy Surkis (Ukraine), joined the
Executive Committee in 2007

Co-opted members:

Giangiorgio Spiess (Switzerland)

Friedrich Stickler (Austria)



Finance Committee

Chairman: Marios N. Lefkaritis

Members: Geoffrey Thompson, Gerhard
Ber-Vorfelder, Franco Carraro

The committee advised and assisted the Executive Committee with the financial management of UEFA. It managed assets, assessed financial risks and drew up the budget for the UEFA administration's new building.

Meetings: 26 September 2007
30 November 2007
29 January 2008
19 May 2008
26 June 2008

Referees Committee

Chairman: Ángel María Villar Llona

Deputy Chairman: Senes Erzik

Vice-Chairman: Allan Hansen (Denmark)

Vice-Chairman: Michał Listkiewicz (Poland)

Vice-Chairman: Borislav Mihaylov (Bulgaria)

Members: Marc Batta (France); Pierluigi Collina (Italy); Hugh Dallas (Scotland); David R. Ellaray (England); Bo Karlsson (Sweden); Jozef Marko (Slovakia); Volker Roth (Germany); Vladimir Sajn (Croatia); Jaap Uilenberg (Netherlands); Sergey (Russia)

The committee selected and prepared the referees for EURO 2008, it closely monitored the implementation of the UEFA Convention on Referee Regulation and Organisation and it prepared for an experiment with five match officials in UEFA competitions.

Meetings: 7 November 2007
19 December 2007
23 April 2008

National Team Competitions Committee

Chairman: Gilberto Madaíl

Deputy Chairman: Franco Carraro

1st Vice-Chairman: Lars-Åke Lagrell (Sweden)

2nd Vice-Chairman: Theo Zwanziger (Germany)

3rd Vice-Chairman: Nodar Akhalkatsi (Georgia)

Members: Brian Barwick (England); Harry M. Been (Netherlands); David G. Collins (Wales); Vassilis Gagatsis (Greece); Jacques Lambert (France); Zorislav Srebić (Croatia); Haluk Ulusoy (Turkey) until 15 February 2008

Co-opted member: Ralph M. Zloczower (Switzerland)

The committee analysed the feasibility of expanding the European Championship to 24 teams, it adopted a new system for the calculation of national association coefficients and prepared the regulations for the EURO 2016 bidding process.

Meetings: 8 November 2007
24 April 2008

Club Competitions Committee

Chairman: Friederich Stickler

1st Vice-Chairman: Karl-Heinz Rummenigge (Germany)

2nd Vice-Chairman: David Gill (England)

3rd Vice-Chairman: Ramón Calderón Ramos (Spain)

Members: Joan Gaspart (Spain); Umberto Gandini (Italy); Evgeny Giner (Russia); Sune Hellströmer (Sweden); Niels Christian Holmström (Denmark); Peter Kenyon (England); John McClelland (Scotland); Lourenço Pereira Coelho (Portugal); Roger Vanden Stock (Belgium); Damir Vrbanović (Croatia)

Preparations were made for all aspects of the 2009-12 UEFA club competition cycle, including the new format, new access list and technical aspects. The committee also examined the bids for the 2011 and 2012 finals and carried out a strategic analysis aimed at enhancing the value of the competitions.

Meetings: 31 August 2007
27 February 2008

Youth and Amateur Football Committee

Chairman: Viacheslav Koloskov

Deputy Chairman: Gilberto Madaíl

1st Vice-Chairman: Jim Boyce (Northern Ireland)

2nd Vice-Chairman: Ruben Hayrapetyan (Armenia)

3rd Vice-Chairman: Aivar Pohlak (Estonia)

Members: Tugomir Frajman (Slovenia); Philip Gartside (England); Ludovico Micallef (Malta); Maurizio Montironi (San Marino); Vicente Muñoz Castello (Spain); Süheyl Önen (Turkey); Daniel Claudiu Prodan (Romania); Matthias Sammer (Germany); Carlo Tavecchio (Italy)

Co-opted members: Jean-Pierre Escalettes (France); Susanne Erlandsson (Sweden); Aleksandra Nikolovska (FYR Macedonia)

The committee prepared the regulations and monitored the organisation of the men's and women's Under-17 and Under-19 competitions. It noted the success of the inaugural European Women's Under-17 Championship, organised by the UEFA administration in Nyon. The ninth UEFA Elite Youth Football Conference was held in Cannes in November 2007.

Meeting: 26 February 2008

ment, the committee reviewed the
opment of beach soccer in Europe.

ings: 4 September 2007
6 November 2007
25 February 2008

Trick Committee

man: Gerhard Mayer-Vorfelder

ty Chairman: Geoffrey Thompson

ice-Chairman: František Laurinec (Slovakia)

ice-Chairman: Liutauras Varanavičius
(Lithuania)

ice-Chairman: Costakis Koutsokoumnis
(Greece)

bers: Ângelo Carlos Brou (Portugal); Ioannis
omides (Greece); Zoran Laković (Serbia);
O'Leary (Republic of Ireland); Juan Padrón
les (Spain); Florian Prunea (Romania)

atTrick I programme was completed and
atTrick II programme was launched in
mer 2008. The committee also monitored the
ementation of the KISS (Knowledge and
mation Sharing Scenario) exchange
ramme.

ings: 8 November 2007
24 April 2008

Development and Technical Assistance Committee

man: Per Ravn Omdal

ty Chairman: Franz Beckenbauer

ice-Chairman: Zvezdan Terzić (Serbia)

ice-Chairman: István Ksteleki (Hungary)

ice-Chairman: Paul Philipp (Luxembourg)

bers: Trevor Brooking (England); Ilijo
inković (Bosnia-Herzegovina); Jerzy Engel

(Poland); Janis Mežeckis (Latvia); Ísak Mikladal
(Faroe Islands); Campbell Ogilvie (Scotland);
Anton Ondruš (Slovakia); Mordechai Shpigler
(Israel); Raimondas Statkevičius (Lithuania)

The committee prepared the launch of the Study
Group Scheme (technical exchange programme
between national associations). The Convention
on the Mutual Recognition of Coaching
Qualifications continued to expand to include
now all 53 member associations. Membership
of the Grassroots Charter is also growing rapidly.

Meetings: 9 November 2007
25 April 2008

Club Licensing Committee

Chairman: Giangiorgio Spiess

1st Vice-Chairman: Peter Rees (Wales)

2nd Vice-Chairman: Høgni í Stórustovu (Faroe
Islands), appointed in place of Óli Holm (Faroe
Islands), who stepped down on 1 March 2008

3rd Vice-Chairman: Leonid Dmitranitsa (Belarus)

Members: Marco Brunelli (Italy); Voludymyr
Chorno-Ivanov (Ukraine); Eduard Dervishaj
(Spain); Lúðvík Georgsson (Iceland); Alex Horne
(England); Jacques Lagnier (France); Ernst
Ravnaas (Norway); Ivančica Sudac (Croatia); Aleš
Zavrl (Slovenia)

The committee prepared the new club licensing
regulations and organised an exchange
programme. It is also seeking ways of promoting
financial fair play in the UEFA club competitions.

Meeting: 27 February 2008

Stadium and Security Committee

Chairman: Senes Erzik

Deputy Chairman: Grigoriy Surkis

1st Vice-Chairman: Michael van Praag
(Netherlands)

2nd Vice-Chairman: David Blood (Republic of
Ireland)

3rd Vice-Chairman: Geir Thorsteinsson (Iceland)

Members: Andreas Akkelides (Cyprus); Vladimir
Aleshin (Russia); Ivan Ćurković (Serbia); Theodore
Giannikos (Greece); Peter Gilliéron (Switzerland);
Teuvo Holopainen (Finland); Dane Jošt (Slovenia);
Odile Lanceau (France); Ivan Borissov Lekov
(Bulgaria); Karel Vertongen (Belgium)

The committee reviewed the stadium and security
regulations. It approved the stadium inspection
programmes and endeavoured to promote
UEFA's campaign for stadiums without fences.

Meetings: 6 November 2007
22 April 2008

Medical Committee

Chairman: Dr Michel D'Hooghe

Deputy Chairman: Dr Viacheslav Koloskov

1st Vice-Chairman: Dr Urs Vogel (Switzerland)

2nd Vice-Chairman: Prof. Jan Ekstrand (Sweden)

3rd Vice-Chairman: Prof. W. Stewart Hillis
(Scotland)

Members: Prof. Mehmet S. Binnet (Turkey);
Dr Pedro Manuel Correia Magro (Portugal);
Dr Helena Herrero (Spain); Alan Hodson
(England); Prof. Wilfried Kindermann (Germany);
Dr Mogens Kreutzfeldt (Denmark); Dr Jacques
Liénard (France); Prof. Paolo Zeppilli (Italy)

The committee laid down the medical
requirements for UEFA EURO 2008 and the club
licensing system. It continued to study player
injuries connected with the youth competitions
and UEFA Champions League. It organised a
forum for elite club doctors and intends to
broaden its anti-doping training campaign.

Meetings: 5 November 2007
22 April 2008

Members: Mario Gallavotti (Italy); Herbert Hübel (Austria); Henk Kesler (Netherlands); Ainar Kjøp (Norway); Jaan Räni (Estonia); Krister Malmsten (Sweden); Claire Maney (Northern Ireland); Roland Schuster (Austria); Jorgos Tsimpanogiannis (Albania) until 28 March 2008; Jesper Møller (Denmark); Ori Shilo (Israel); Serghiy Shevchenko (Ukraine)

The committee, in cooperation with the National Associations and the Legal Committee, recommended minimum criteria for the member associations. It also examined the role of the Court of Arbitration for Sport (CAS), the provisions of the UEFA Statutes and whether they could be revised and relevant football-related issues. It issued the following rulings.

Meetings: 7 November 2007
23 April 2008

Marketing Advisory Committee

Chairman: Franco Carraro

Deputy Chairman: Gerhard Mayer-Vorfelder

Vice-Chairman: Guntis Indriksons (Latvia)

Vice-Chairman: Reinhard Walser (Liechtenstein)

Vice-Chairman: Lütfi Aribdoğan (Turkey)

Members: Askar Akhmetov (Kazakhstan); Fuad Abdullayev (Azerbaijan); Zbigniew Boniek (Poland); Peter Brashers-Krug (England); Evgeny Kalakoutski (Russia); Alfred Ludwig (Austria); Alexander Lukashenko (Belarus); Ucha Ugulava (Georgia); Petr Vacek (Czech Republic)

The committee reviewed and updated the marketing programmes for the UEFA national and club competitions. It lent its support to the marketing model for the activities of the UEFA and TEP programmes. It also discussed the issue of players' image rights in national team competitions.

Meeting: 29 February 2008

Media Committee

Chairman: Mircea Sandu

Deputy Chairman: Michel D'Hooghe

1st Vice-Chairman: Sondre Kåfjord (Norway)

2nd Vice-Chairman: Ralph M. Zloczower (Switzerland)

3rd Vice-Chairman: Adilbek Dzhabayev (Kazakhstan) appointed in place of Rakhat Aliyev (Kazakhstan), who stepped down on 28 March 2008

Members: Francesc Amat Escobar (Andorra); Nicolai Cebotari (Moldova); Thórir Hákonarson (Iceland); Tassos Katsikides (Cyprus); Alex Manfré (Malta); Armen Melikbekyan (Armenia); Roland Ospelt (Liechtenstein); Rudolf Řepka (Czech Republic)

The committee set up a group of experts and decided to organise a media seminar in January 2010. It considered the possibility of knowledge exchange programmes in the media field.

Meeting: 29 February 2008

Fair Play and Social Responsibility Committee

Chairman: Senes Erzik

Deputy Chairman: Per Ravn Omdal

1st Vice-Chairman: Rudi Završ (Slovenia)

2nd Vice-Chairman: Elkhan Mammadov (Azerbaijan) appointed to replace Ramiz Mirzayev (Azerbaijan), who passed away on 30 October 2007.

3rd Vice-Chairman: Fernand Duchaussoy (France)

Members: Arben Bici (Albania); Vassilios Chatziapostolou (Greece); Michael Cody (Republic of Ireland); Momir Djurdjevac (Montenegro); Michel Dumoulin (Belgium);

Adalbert Kassai (Romania); Kimmo Lipponen (Finland); Charles Schaack (Luxembourg); Stanislav Strapek (Slovakia)

The committee prepared a social responsibility strategy, including a funding mechanism valued at 7% of UEFA's average income. It also contributed to the projects launched for EURO 2008, such as the Respect and Score for the Red Cross campaigns. Financial assistance was given to member associations affected by natural disasters.

Meetings: 1 September 2007
2 February 2008

Football Committee

Chairman: Franz Beckenbauer (Germany)

Deputy Chairman: Mircea Sandu (Romania)

1st Vice-Chairman: Vlatko Marković (Croatia)

2nd Vice-Chairman: Pavel Cebanu (Moldova)

3rd Vice-Chairman: Dejan Savičević (Montenegro)

Members: Carlos Godinho (Portugal); Fernando Hierro (Spain); Julius Kvedaras (Lithuania); Yordan Letchkov (Bulgaria); Andreas Morisbak (Norway); Gordon Smith (Scotland); Dragan Stojković (Serbia); Dino Zoff (Italy)

The committee examined numerous technical issues, such as the guidelines on disputed goals, the right of appeal for coaches who are suspended, authorisation to change substitutes in extra time, the relationship between the referee and the fourth official and the protection of young players.

Meeting: 28 February 2008

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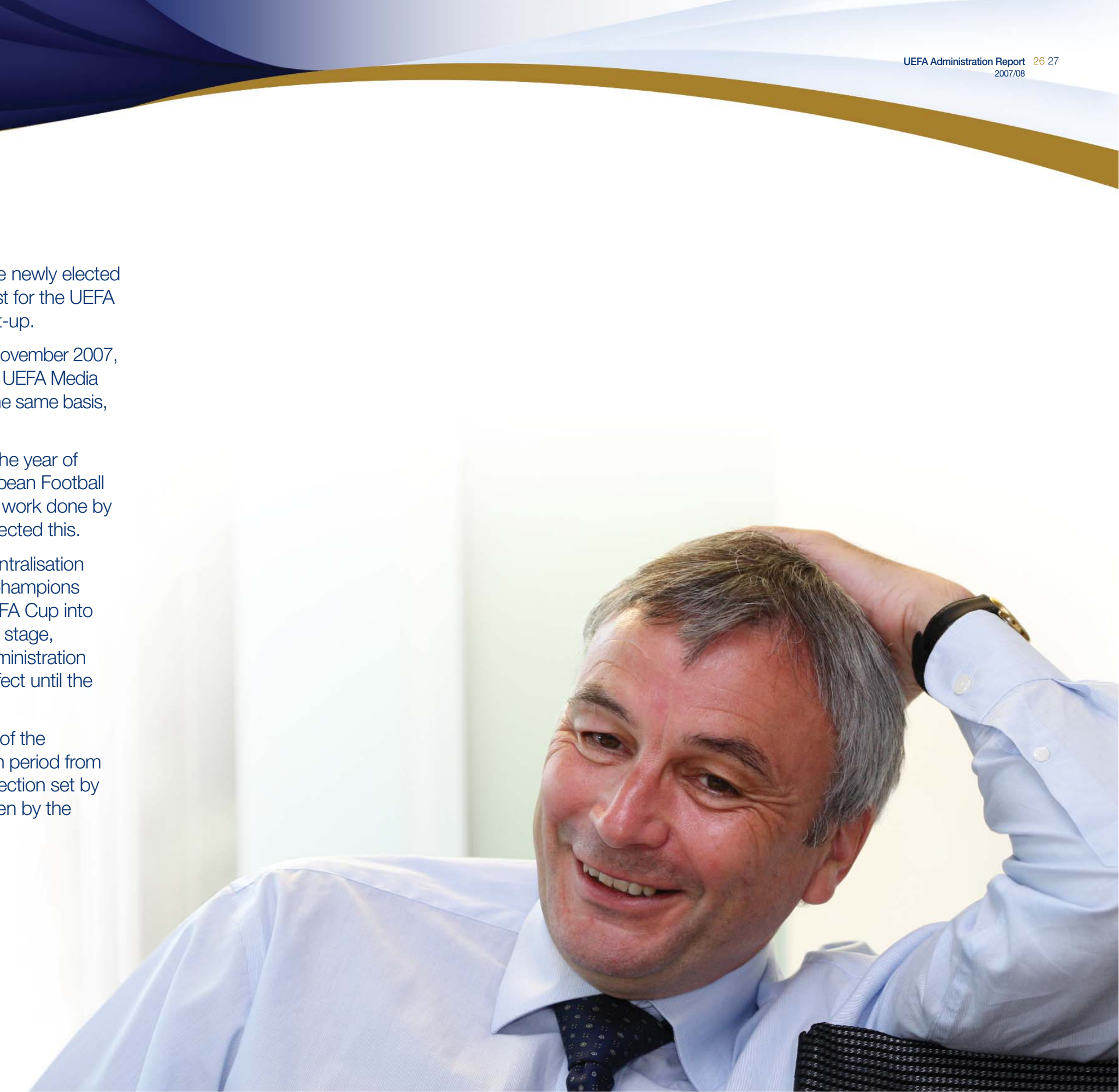
the newly elected
President for the UEFA
Executive Committee.

In November 2007,
the UEFA Media
Strategy was adopted on the same basis,

the year of
European Football
and the work done by
the Executive Committee elected this.

Centralisation
of the Champions
League and UEFA Cup into
one stage,
the reorganisation of
administration
and the project until the

end of the
transition period from
the old structure set by
the Executive Committee
to the new one
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HatTrick investment programme

Following the conclusion of HatTrick I, the HatTrick II season officially kicked off immediately following the year-end, on 1 July 2007, with many national associations already showing an interest in applying for projects. Under four months before the end of the quadrennial programme on 30 June 2008, the results achieved were encouraging, with the vast majority of approved funds paid out under both investment and mini-pitch programmes. In a few cases where an association has not utilised current funds to a project, it will be able to "roll over" unused HatTrick funds from the 2007-08 to the 2008-12 season.

By the end of June, the KISS (Knowledge and Information Sharing Scenario) programme had reached the end of its first phase, with about 100 seminars and workshops organised over two and a half years. More importantly, a network has been created including a large number of members of national associations who are based in communities dedicated to undertaking projects together and developing good practice in various fields related to football management. In July 2008, a new phase began, with an emphasis on distance learning.



Compliance

The unit completed ten spot checks focusing on the 2007/08 season. Significant improvements were noted. However, two national associations (Greece and Bosnia-Herzegovina) failed their accreditation certification due to the non-application of internal procedures. The files of Albania and Turkey were referred to the Control and Disciplinary Body for further action. Proceedings against Albania were concluded, while those against Turkey were still ongoing at the end of the period under review. Ten national associations will again be visited during 2008/09.

Benchmarking

A benchmarking report providing the broadest-ever picture of European club football, was finalised and distributed to all national associations. The document includes a comparative analysis of more than 40 leagues. The unit also provided national associations with tailored analysis and assistance in the creation of national benchmarking reports.

Stadium and Security

In preparation for UEFA's 2008/09 club competition season, 53 stadiums in 21 countries were inspected. The Stadium and Security Unit also provided assistance to several national associations regarding implementation of the new UEFA Stadium Infrastructure and Safety and Security Regulations. It established a draft policy for the use of football halls for UEFA competitions. As part of the pan-European safety and security working programme led by an EU experts' group, the unit contributed to the establishment of a draft policy specifying the roles and responsibilities of visiting stewards at international football matches. The working programme was approved by the EU's Council of Ministers in December 2007. The unit also recruited eight senior police commanders from various European countries to be members of the UEFA security team for UEFA EURO 2008. Finally, it addressed two important security meetings in Italy. The first, at a meeting of the Italian National Observatory on Sports Events in Rome, covered various safety and security aspects related to international football matches; the second concerned stewarding.



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Preparations for the next UEFA European Under-21 Championship final round, to take place in Sweden from 15 to 29 June 2009, continued to proceed smoothly. Two national football associations – Norway and Denmark – submitted bids to host the final round of the 2009-11 Under-21 Championship. Preparations for the 2009 UEFA Women's EURO 2009 in Finland also continued.

A study on the future format of the European Championship commissioned by the 2007 UEFA Congress was completed, with findings presented at the meeting of the presidents and general secretaries of UEFA's member associations held in Vienna on 28 June.

Results showed that the 24-team format (groups of four) would be the best option, and the UEFA Executive Committee approved this at its meeting in Bordeaux in September 2007. A new coefficient calculation system for national teams, guaranteeing a more reliable indication of teams' real strength, was approved and has entered into force.



er the shadow of the sudden death of the Sevilla player Antonio Puerta, the 2007 UEFA Cup match between AC Milan and FC Internazionale saw a 2-1 win by the Italian club in a full stadium. The behaviour of the two teams, the officials and the supporters was exemplary.

In the women's game, 1. FFC Frankfurt (GER) defeated Umeå IK (SWE) 4-3 on aggregate to become the first team to win a third UEFA Women's Cup in front of a record 27,640 spectators in Frankfurt. Both matches were shown live in Sweden on SVT 2, attracting market shares of over 20%. Live broadcasting of the second match on ZDF attracted 1.23 million viewers (13.5% market share). The semi-final match between Umeå IK and Olympique Lyonnais of France attracted 12,575 spectators – a French record for women's football.

The 2007/08 UEFA Futsal Cup finals took place in the magnificent Krylatskoe Arena in Moscow. Dinamo Ekaterinburg, a team composed exclusively of home-grown players, won their first UEFA Futsal Cup trophy, beating Spain's EIPozo Murcia 2-1 on penalties.

In addition, the final round of the 5th UEFA European Futsal Championship took place in Portugal from 16 to 25 November. Spain were crowned European champions for the third time, after an exciting final against Italy (3-1). For the first time ever, a futsal competition was broadcast worldwide, with uefa.com providing games for free in territories where matches were not broadcast on television. TV partners reported impressive figures, with SIC TV (Portugal) recording audience shares of between 25 and 31% during matches involving the Portuguese team. Eurosport TV figures have been growing since 2003. Compared with 2003 and 2005, the hall occupancy rate was up by more than 15%, to 55% for the whole competition. The uefa.com outcome was positive as well, with 1.1 million content views for the month of November (201,000 in 2003 and 430,000 in 2005).

In November, the UEFA Executive Committee approved proposals that will see important changes to the structure of the main UEFA club competitions with effect from the 2009/10 season. Changes include: revised access to the UEFA Champions League favouring a larger representation of countries and champions in the main competition, a new UEFA Cup format involving a group phase with 48 clubs and a revised access list featuring four qualifying rounds, and the abolition of the UEFA Intertoto Cup. The third qualifying round of the UEFA Champions League and the whole of the UEFA Cup (to be known as the UEFA Europa League from 2009/10) are to be marketed centrally.

In March, the Executive Committee appointed Hamburg as host of the 2010 UEFA Cup (UEFA Europa League) final and Madrid (Santiago Bernabéu) for the 2010 UEFA Champions League final. Monaco was confirmed as host of the 2009, 2010 and 2011 editions of the UEFA Super Cup and season kick-off events.



Anti-Doping

The Anti-Doping Unit was very heavily involved in the UEFA EURO 2008 final round. Out-of-competition controls were conducted on 16 teams, with 10 players tested on each. During the tournament, two players per team were tested at each match, with some additional players target-tested. The total number of tests was close to 300. All players had to provide blood and urine samples. The base of the 12 Doping Control Officers was in Lausanne, the city whose laboratory had been chosen to conduct all in-competition test analyses.

In the third season, UEFA's out-of-competition testing programme involving the 32 UEFA Champions League teams functioned smoothly. During the 2007/08 season, 48 visits to clubs were conducted. The two teams that reached the final were tested four times during the season. 477 players were tested and no positive results were reported.

The in-competition testing programme saw 1,158 players tested, including 722 analyses for EPO. No positive cases were reported, one concerning the use of norandrosterone (anabolic steroid), which resulted in a two-year ban, and one case of cannabis (Under-19 player), resulting in a 10-month ban.

The Anti-Doping Panel met on 15 April at UEFA headquarters in Nyon. The panel was updated on the longitudinal study under which a targeted group of players in Europe (six teams) will be blood and urine tested four times within one year. The blood and urine parameters obtained for each player will be subject to a scientific study at the WADA-accredited laboratory of Lausanne. The panel insisted on the formal approval of WADA.



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ember 2007 brought a significant landmark,
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king, Fabio Capello and Gérard Houllier, and
rogramme culminated with a practical
on at the new Wembley. September also
a gathering of the Elite Club Coaches Forum,
coaches hearing from the UEFA President on
new UEFA Champions League and UEFA Cup
osals. An Elite Women's Coaches Forum,
ded by 17 top coaches, was held in Nyon
ember.



Competitions - Youth & amateur

The final round of the UEFA European Under-17 Championship was played in May in the Antalya region of Turkey, with Spain prefiguring its success in UEFA EURO 2008 by winning the title for the second time in a row. The tournament was well organised, but attracted fewer spectators than expected. The following week, the final round of the first UEFA European Women's Under-17 Championship took place in Nyon. Spain dominated this new competition and won the final 3-0 against France in front of over 10,000 spectators. All four finalist teams qualified for the first FIFA Women's Under-17 World Cup.

Earlier in the period under review, the Austrian FA staged an outstanding UEFA European Under-19 Championship final round. An effective promotional campaign resulted in excellent attendances, with an average of over 4,000 spectators per game. There was also extensive media coverage, and 23 sponsors were involved. Seven of the fifteen matches were broadcast live throughout Europe. In the final, Spain repeated its previous year's victory by defeating a well organised Greek team 1-0 in front of more than 7,200 spectators. The UEFA European Women's Under-19 Championship final round, organised by the Icelandic FA, concluded two days after the boys' tournament. Germany repeated its previous year's triumph by winning the final against England.

On the administrative side, February saw the first meeting of the UEFA Youth and Amateur Football Committee. A bureau for this committee was also set up, consisting of Viacheslav Koloskov (Chairman), Jim Boyce and Ludovico Micaleff. The 9th UEFA Elite Youth Football Conference was successfully organised in Cannes at the end of November.

Refereeing

Following the reorganisation of UEFA's administration, the Refereeing Unit joined the Football Development Division on 1 November.

EURO 2008 was well controlled by the match officials, with only three red cards shown, none for tackles endangering the safety of an opponent. The officials in question had met for a three-day preparatory course in Zurich in April. A DVD with 13 clips clearly demonstrating the instructions to be applied by referees was presented to each of the 16 finalist teams. This initiative was much appreciated by the coaches and the players.

Among the year's most significant gatherings, 40 international women referees took part in the 4th UEFA Course for Women Officials in Nyon in October. February saw the annual winter course for new international referees and elite and premier referees in Cyprus, and May brought the annual gathering of referee talents and their mentors once again in Nyon.

The unit has been involved in FIFA's Refereeing Assistance Programme (RAP), with the head of Refereeing among those invited to Zurich to help set up a support network for the 20 European referees identified as candidates for the 2010 FIFA World Cup.



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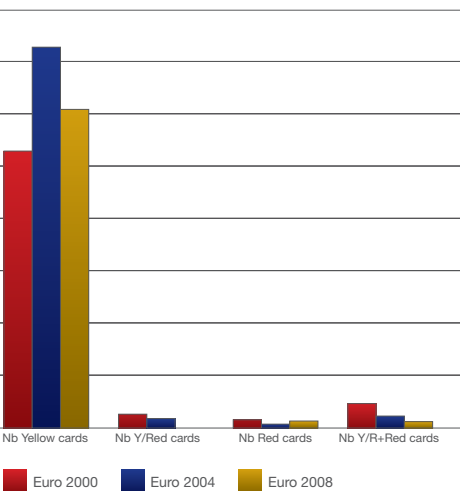
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Disciplinary Legal Services

In the reporting period, Disciplinary Services dealt with almost 800 disciplinary cases that were brought before the Control and Disciplinary Body. The heaviest workload was in the earlier part of the year. Serious crowd disturbances occurred in matches involving clubs from Poland (Legia) and Serbia (Partizan), which resulted in the immediate disqualification of the clubs concerned from competitions in progress. The Appeals Body examined various appeals and, among other decisions, overturned a decision of the Control and Disciplinary Body barring Portuguese club Porto from the 2008/09 UEFA Champions League. From a disciplinary viewpoint, the EURO 2008 final tournament was most impressive, where there were no major problems.

Statistics on Cards at EURO final tournaments



Regarding betting, the UEFA early warning system (EWS) revealed irregular betting patterns in several UEFA club competition matches, all in the qualifying stages. All of these matches were placed under investigation. In the ongoing process, UEFA favours to expand the EWS, UEFA concluded cooperation agreements with major betting organisations and companies specialised in the monitoring of the sports betting market. The major objective remains the immediate availability of data on irregular betting patterns.

Sports Legal Services

Sports Legal Services were involved in the drafting of the Club Licensing Regulations and competition regulations, and supported member associations with the revision of their statutes.

Professional Football Services

This unit joined the division on 1 November as a result of internal restructuring.

It continued its role of dealing with the different families in professional football, such as the clubs (ECA), leagues (EPFL) and players' unions (FIFPro Europe). A memorandum of understanding with FIFPro Europe was agreed in October 2007, including a detailed operational plan and a definition of the "specificity of sport".

A memorandum of understanding with the European Club Association (ECA) was signed in January 2008, which formed part of the historic agreement whereby the Charleroi case was dropped and the G14 dissolved. A review of the memorandum of understanding with the EPFL (Association of European Professional Football Leagues) began during the year.

The clubs, leagues and players come together with the governing bodies (UEFA and the national associations) in the Professional Football Strategy Council, the administration of which falls under the responsibility of Professional Football Services.

The unit also took care of the administrative side of UEFA's involvement in the European Social Dialogue – a forum organised under the auspices of the European Union and involving the same groups as in the Professional Football Strategy Council (associations, clubs, leagues, players). Initial steps have also been taken in developing relations with other professional football groups (such as supporters) who have been attempting to organise themselves at European level.

In addition to the abovementioned roles, the unit worked with other key stakeholder groups such as national sports' and European affairs' ministries, the Council of Europe, other European team sports, and universities (and the academic community in general).

Finally, the unit has contributed to specific UEFA-wide projects such as the protection of minors and encouraging youth development; financial fair play; a detailed legal study into European club structures; and the ongoing challenge of having the specificity and autonomy of sport better recognised in European and international law.

Having originally overseen an internal UEFA documentation centre, the unit is now expected to focus more closely on the different stakeholder groups ("families") in line with UEFA's changing priorities, while still maintaining a research role.

EU and Other Matters

Following the adoption of the European Commission's White Paper on Sport, the work to have the specificity and autonomy of sport better recognised, especially within the European Union, continued. UEFA agreed a common position with the other major European sports federations in this respect, which followed on from a Franco-Dutch governmental memorandum on the specificity of sport finalised in late 2007. Working in coordination with UEFA's Brussels office, various EU matters were also addressed, including the European Parliament report on the EU White Paper.

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highly successful Champions magazine continued to be produced and editorially controlled by the unit throughout the 2007/08 season, including a bespoke Spanish edition for the Trophy Tour of South America that was coordinated by the Media Services Unit.

Publications

In addition to its more regular work, such as the production of uefadirect, this unit was involved in the production of the five books foreseen on the UEFA EURO 2008. The unit also drafted the Executive Committee's annual report and was responsible for the printing of the various post-tournament technical reports.



Brussels Office

A particularly active year started with the Brussels office moving to a new location at 21 Rue Marie-Thérèse, in the heart of the European Union district.

The office coordinated UEFA's lobbying efforts on the European Parliament's Report on the White Paper on Sport. It ultimately secured a very favourable outcome to the Parliament's Resolution on the White Paper. The final text signalled a major reinforcement of the notion of specificity and offered strong support to a series of UEFA policies. It also managed the European Commission's endorsement in May of UEFA's 'home-grown players' rule. The Commission's backing for the rule marked a significant political victory for UEFA and brought to an end five years of campaigning.

In November 2007, the office organised the first UEFA-European Union Conference on Violence in Sport in Brussels. The UEFA President, Michel Platini, and the vice-president of the European Commission, Franco Frattini, agreed a new action plan. The European Commission agreed to finance a training programme for operational police officers and stadium stewards which will raise standards and spread best practice across Europe.

The Brussels office also devised the political and communications strategy for UEFA's appeal to the European Court of First Instance regarding the United Kingdom's list of protected events. It also helped coordinate production of a 30-second advert on the fight against racism, which was shown inside all UEFA EURO 2008 stadiums.

Corporate and Social Responsibility

UEFA's flagship tournament, EURO 2008, served as a platform for six social responsibility projects covering the following themes: respect for players and referees, fair play and intercultural communication, football activities for disabled people, and Unite Against Racism. Fan embassies were also set up in all host cities, and the Score for the Red Cross initiative raised some EUR 500,000 to help support the ICRC's rehabilitation project for mine victims in Afghanistan. Thankfully, only isolated acts of racism and discrimination were reported by Football Against Racism in Europe (FARE) during the tournament. The FARE action week was highlighted on matchday 3 of the UEFA Champions League.

The first-ever meeting of the UEFA Fair Play and Social Responsibility Committee was held in Nyon on 4 September 2007, chaired by UEFA vice-president Senes Erzik. The Homeless World Cup was held in Copenhagen, Denmark, in July and August 2007, featuring 500 participants from 48 countries (23 of them within UEFA).



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The financial outcome is also very positive, with total gross revenue reaching EUR 785m. Net revenue for UEFA (after commission and host broadcasting costs) is up 35% on 2004 (+28% in Europe and +132% ex-Europe).

Further to the signal failure during match 29, the Germany v Turkey semi-final, UEFA received several complaints from broadcasters. After reviewing the issue and the nature of the claims with the broadcasters, UEFA decided on a global settlement to be paid to all broadcasters for the loss of the signal for 18 minutes, proportionate to the overall fees paid for the rights. This gesture of goodwill was very much appreciated by the broadcasters. Delivery of tournament branding was also extremely successful.





UEFA Champions League

Broadcast rights

The Moscow final of the 2007/08 UEFA Champions League was the most-watched event of the year in the UK, which provided both finalists, Chelsea and Manchester United. ITV's figures peaked at 14.6 million – a 60% market share – while a further 2 million watched on Sky Sports.

Sponsorship rights

The final also proved to be another success story for the sponsors. Although Moscow is a challenging location, all sponsors, with the exception of Vodafone, leveraged the match to a similar degree as previous finals. Vodafone has no business in Russia. From a brand perspective, the match was also a big success.

UEFA Cup

Broadcast rights

The standard of teams reaching the latter stages made the competition very attractive and was very positive for the broadcasters in terms of audiences. This was a very good showcase for the UEFA Cup and has contributed to the successful launch of the sales campaign for the centralised rights covering the 2009-12 cycle.

Sponsorship rights

Banco Santander and Carlsberg were the partners most active in leveraging the event.

2009-12 UEFA competitions

Broadcast rights

Following intensive work to develop new marketing strategies, the sales process for the UEFA Champions League and the new finalised UEFA Cup (UEFA Europa League) was launched in February 2008. It has already delivered overwhelming results in terms of exposure and revenue.

The UEFA Champions League media rights package comprises 146 matches and 34 matches per season, with the inclusion of the third qualifying round, the UEFA Super Cup and the start of the first knockout round over four match weeks. Acknowledging the convergence of digital technologies, UEFA's strategy has adopted a media-based, rather than a technology-based, segmentation. The sales strategy is being implemented by TEAM Marketing. Sales for the UEFA Cup/UEFA Europa League (205 matches per season) have also been handled by TEAM with a view to providing more exposure and a consistent platform for the entire competition.

Sponsorship rights – 2009-12 UEFA Champions League

The beer tender was won by Heineken, with the announcement made just before the UEFA Champions League final in Moscow. Adidas will continue as ball supplier. Meanwhile, Konami has been awarded the licence for the official video game for the coming four seasons (2008-12).

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A thorough review of both the UEFA Champions League and UEFA Cup brands has taken place. This will be translated into a new or evolved visual identity of the competitions for the 2009-12 cycle.



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Feedback from sponsors suggests that the delivery of the commercial activation programme for UEFA EURO 2008 was highly successful. In order to provide them with enhanced media coverage, a comprehensive broadcaster monitoring service was put in place over the three months leading up to the event, to analyse the fulfilment of broadcaster obligations. Thirty days before the kick-off, sponsor-branded UEFA EURO 2008 trailers were broadcast across all European broadcast territories, featuring Continental, JVC, Coca-Cola, Hyundai/Kia and MasterCard. At the event, there was a significant brand presence at all eight fan zones. UBS created a series of public viewing areas, the "UBS Arenas", in 16 non-host cities in Switzerland. Outside the host countries, UBS created "Kia Fests", which were basically public viewing events in partnership with local authorities, in selected locations in Germany and Spain.

Commercial partners made more use of the UEFA hospitality programme than ever before. The corporate hospitality programme was also a very significant success, with over 80,000 packages sold to corporate clients by UEFA's agent IMG. Gross turnover reached approximately EUR 140m. Feedback from clients was very positive.

Highlights of the event promotion programme included a stunning light show, covering the facade of the Zurich Grossmünster building, by Swiss light artist Gerry Hofstätter. German and Spanish team shirts decorated the streets of Barcelona on the day of the final between those two nations. The EURO Experience Tour received over 400,000 visitors in its six-month tour of both host countries. The 35-metre hot-air balloon trophy either flew or was tethered in both host cities.

The UEFA EURO 2008 licensing programme represented a significant step up from UEFA EURO 2004 in both quality and turnover. Highlights of the retail licensing programme included the sale of over half a million items in Austria by Billa, the official licensed shop, and estimated total turnover of more than EUR 6.7 million by Intersport, the official sports shop for licensed products. This was above target. In the area of music and entertainment, the mascot songs by Shaggy proved very popular, with "Feel the Rush" reaching number one in Germany.

In addition to UEFA EURO 2008, a strong commercial and event promotion programme was developed for the 2007 European Futsal Championship final round which took place in November in the Porto region of Portugal. The sponsorship programme was successfully marketed with 16 sponsors on board (eight international companies and eight Portuguese companies), generating record revenue and strong local promotion of the tournament. The marketing programme generated over CHF 2.8 million – 61% more than reckoned on at the strategic planning phase. It was the first time this competition had been centrally marketed by UEFA's Commercial Division. The strong result demonstrates that there is a definite commercial potential for futsal if properly promoted and marketed.



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Year in brief

2007/08, as is the case every four years, the EURO event leaves its mark in UEFA's books. It means those responsible for finance and financial control face many additional challenges. This was particularly true this year when all transactions of Euro 2008 SA were handled by the Finance Division. More than 84,000 transactions had to be entered and reconciled, many of them concerning ticket sales and hospitality packages, broadcast and sponsorship deals, as well as all transactions related to the provision of unilateral packages and other services for the event's host broadcasting activities.

2008 was also marked by very volatile currency exchange rates. With the Swiss franc serving as UEFA's official day-to-day accounting currency, significant non-realised currency exchange losses have to be reported in UEFA's reporting currency, the euro. UEFA's currency mix includes euros, pounds sterling, dollars and Swiss francs, with all foreign currencies being on the downside compared with the Swiss franc.



Treasury – asset management

All partners honoured their financial obligations on time, with some invoices due after the year-end closing date and the UEFA EURO 2008 final.

However, the turbulence on the financial markets also hit some of the banks that UEFA works with, including its main bank. Many meetings took place and external advice was sought to safeguard UEFA's – i.e. the member associations' – assets. Following an ad hoc meeting at the end of March involving, on UEFA's side, the UEFA President; Marios N. Lefkaritis, as chairman of the Finance Committee; Geoffrey Thompson, as a member of the Finance Committee; the UEFA General Secretary; and the director of the Finance Division, the decision was taken to opt for greater diversification by investing the equivalent of EUR 400-450 million in medium-term notes (i.e. tailor-made bonds) issued by banks with top ratings. Portions of EUR 25 million were purchased with as many different banks as possible and maturities scheduled every three months over the next four-year HatTrick period. At the same time, money market investments were reduced.

At the time this report was compiled, it could be confirmed that all of UEFA's investments had been honoured on time and that the funds still outstanding and invested with more than 20 international banks would all be honoured at 100% on the relevant maturity dates, as capital protection at maturity date was guaranteed for all investments. However, a credit risk still exists, of course, as far as the solvency of all the banks in UEFA's portfolio is concerned. The situation is constantly monitored. On the other hand, UEFA has not invested in shares and therefore cannot suffer at all from the drastic decrease in those values.

Strategic Financial Outlook

In a separate document, UEFA presents a six-year Strategic Financial Outlook, which is updated on a yearly basis. The outlook is used as a management tool to assist with budget and financial planning. This long-term plan is also of benefit to the national associations.



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ions, attainable only by UEFA managers with experience, significant responsibilities and y developed leadership skills. No more than of UEFA's workforce are expected to acquire ew status in the medium term.

annual staff appraisal exercise was ducted in June 2007, with all staff members ing their line managers to review their rmance and development, and with the ts serving as a basis for determining bonus ations and salary increases. On average, of the year's payroll was made available for idual bonus payments and 2.5% for salary ases. The significant increase in the bonus as was due to the extraordinary financial ess of UEFA in 2007/08. At the end of /07, the directors decided on individual ses of 5%+1%, with salaries adapted by or cost of living and 1.5% for individual ases. Revised salaries were valid from ember and bonuses paid the same month.

Language Services

UEFA's Language Services contributed significantly to communication within the UEFA football family, translating a record volume of more than 3 million words in the course of the year under review. In addition, UEFA EURO 2008 saw the provision of interpreting at every daily media briefing and team press conference for the first time at a European Football Championship. Before that, an official media launch for UEFA's new football dictionary took place at the beginning of May at Bayern München's Allianz Arena. Well over 5,000 copies had been sold by the end of the period under review.

Travel and Conferences

The unit's regular tasks consisted in booking transport and accommodation for a wide range of UEFA events.



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[EURO 2008](#) | [TOURNAMENT NEWS](#) | [PHOTOS](#) | [AUSTRIA/SWITZERLAND](#) | [HISTORY](#) | [MOBILE](#)
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WINNERS SPAIN

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TOURNAMENT SCHEDULE - JUNE 2008

Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
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Final Vienna

 **GER** **0-1** **ESP** 
 Full-time

[REPORT »](#)

[REPLAY](#)

- A** POR - 6 | TUR - 6 | CZE - 3 | SUI - 3
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- D** ESP - 9 | RUS - 6 | SWE - 3 | C

Live

Replay



winning team of the tournament

Host broadcast operations

UEFA's first production was recognised for its high quality and met all assigned objectives. The loss of signal that affected retransmission of the Germany v Turkey semi-final – affecting international retransmission three times in the second half (from the IBC and not the stadium) – was due to a combination of faulty security equipment and the massive storm that struck Vienna that night. This incident did not change the perception of all broadcasters of the high quality of production and services that UMET delivered to them on behalf of UEFA.

Our partners highlighted in particular our “total football” approach – a pre-programme using helicopters to follow the buses, dressing rooms, players’ warm-ups etc. – as well as technical innovations affecting “on-pitch” coverage. These included the use of Spidercameras which hung above the pitch attached to four wires and allowed a better tactical reading of the game as well as close-ups of the players’ emotions. Additional programming, such as the eight magazine shows, “The Definitive Guide to EURO 2008”, was also well received.

On the servicing side, UMET managed to increase overall sales while generating positive feedback from broadcasters. This was because the services provided were acknowledged by broadcast partners as being tools to improve their own rights exploitation. All revenue projections were met, even after – as a commercial goodwill gesture – all income generated in match 29 from unilateral services was returned due to the signal interruption.

euro2008.com

The official website for UEFA EURO 2008, euro2008.com, achieved traffic of 1.3 billion page views and 105 million visits. There were 61 million visitors in June alone (four times the number of visitors in 2004). With more than 30,000 individual pages in 10 languages, the website – launched 100 days before the tournament started – offered unrivalled coverage of the competition, with a depth never seen before. Interactivity, allowing the constant involvement of internet users all over the world, was the most important new development. This took the form of permanent chat-rooms and online interviews with star players, but especially the “live blog”, a new feature describing the competition “minute by minute” each day from 12.00 onwards. The live and delayed video services also placed unparalleled multimedia coverage at the disposal of users worldwide. UMET is currently calculating the media exposure value for the UEFA EURO 2008 sponsors.



Preparing for the future

UEFA already has its eye on EURO 2012. A core staff of six with key knowledge of UEFA EURO 2008 operations have been integrated into the team as part of an ongoing knowledge management process to ensure that the company is properly equipped to cope with the challenges of the next edition of UEFA's flagship tournament for national teams.



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