



UEFA
EURO2008
Austria-Switzerland

episode 02

August 2006





The National Team is really the No. 1

I completely agree with people who say that, no matter how good other competitions may be, nothing can beat national team football. You can go to countries and ask the fans which club team they take to their hearts. You know that, in Germany, most people will say that FC Bayern is their No. 1 and you more or less know the answers when you go to England, to Italy, to Spain ... But everywhere – no matter where you go – the national team is really the No. 1.



Italian captain Fabio Cannavaro lifts the World Cup following the victory in the penalty shoot-out against France in the final in Berlin.

Image: Getty Images

This is something that I use in discussions with the big clubs. That they should understand something that is an evident fact and that the national teams are something which exists and which we must protect.

The European Championship in 2004 and the World Cup in 2006 brought this home. The events were perfectly organised. The weather conditions were fine. There were no big hooligan problems. The matches were of high quality. There were some unexpected teams in the final stages. It will be very difficult but our aim, of course, is to do it even better in Switzerland and Austria when we come to 2008.

Lennart Johansson
President of UEFA



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Editorial

I am writing these lines just after my return from the FIFA World Cup. I was very impressed by what I saw in Germany. For me, it was a huge experience – and one that will inspire me in the coming weeks and months. I would rate it as an enormous success. Not just because a European team won the trophy or because teams from our continent took all the medals. The hosts also deserved a gold medal for the way they organised the event. I have to congratulate Germany and FIFA for the immense amounts of hard work they put into the organisation of a memorable tournament.

So I had to smile when I heard Franz Beckenbauer's comment about the toughest part of the whole process being the three-year bidding period! I hope he doesn't repeat it too often in Austria or Switzerland because I don't want our people to start thinking that the hardest part is already over!

On the contrary. While Germany was preparing the FIFA World Cup, we were waiting in the wings. Now, especially with the qualifying phase under way, the focus will shift towards UEFA EURO 2008™. So we have to be ready to move to centre-stage, to stand in the limelight; and to start performing. Our preparations are on course but we still have immense amounts of work to do in our bid to make 2008 the best-ever final tournament.

Germany gave me a lot to think about. But, if I had to pick out one facet, it would be the passion. We often talk about our passion for the game, the way fans passionately identify with their national team and the best ways of infecting others with the same passion as we work together towards 2008. But let's imagine we're in a meeting and somebody with a highly practical mind says 'OK, how much passion will we have to cope with? And where will we find it?' The answer is not easy. How do you measure 'passion'?

But Germany provided us with a figure. Obviously you can't count every head. But the total was about 15 million. That was the number of people who flocked to the Fan Fests and Fan Malls in Germany. The fans went there, no matter whether they had match tickets or not. They went there because they wanted



See you in Austria and Switzerland in 2008.

Image: Witters Sport-Presse-Fotos

to join a party. We had a sample of that during UEFA EURO 2004™ and associated it with the Portuguese character and their traditions of hospitality. But Germany confirmed that this is now a definite trend. There were very few security issues during a tournament that turned into a huge multi-cultural festival. Everybody wanted to express their national pride but they wanted to do it in a party atmosphere. They wanted to have a good time and go home with happy memories.

That delivered a clear message about what to expect in 2008. If we want the party to carry on where it left off in Germany, we will probably have to upgrade our Fan Zones. It's not just going to be a question of getting fans in and out of stadiums. We will need to stage big parties where everybody can join in and have fun. It means that, more than ever, we will count on good teamwork with the cities and the authorities at the venues where those parties will take place. The FIFA World Cup told us very clearly that we're not just organising a football tournament. We are organising a major social and cultural event for people who will come to Austria and Switzerland expecting to have fun. Let's do it!

Martin Kallen
Chief Operations Officer
Euro 2008 SA



With the FIFA World Cup drawing to a close, Ralph Zloczower was pleased to announce that the next tasty dish on the menu is UEFA EURO 2008™.

Image: GEPA Pictures

Barbecue

On 5 July, the day of the second World Cup semi-final, Euro 2008 SA invited international media representatives for a barbecue on the terrace of the Bayerischer Hof hotel in Munich. High over the city's rooftops, COO Martin Kallen, tournament directors Christian Mutschler and Christian Schmölzer, as well as the presidents of the two host associations, Ralph Zloczower and Friedrich Stickler, spoke about the impressions and experience gained from the 2006 World Cup. They were full of praise for the organisation of the tournament and the atmosphere in Germany, reported on the state of preparations and work for EURO 2008, and were available for questions and interviews with the 60-plus media representatives in attendance.



With Martin Kallen and the two Tournament Directors, Christian Mutschler and Christian Schmölzer, as his 'backing group', Friedrich Stickler takes the microphone during the barbecue at the Bayerische Hof.

Image: GEPA Pictures

Qualifiers kick-off – and so do the sponsors

Wednesday 16 August was the date set for the sporting countdown to UEFA EURO 2008™ to get under way, with fifty national teams fighting for fourteen places in the finals. But, before the ball had started rolling, UEFA Marketing & Media Management unveiled a new sponsorship programme. From now on, UMMM, via an agreement with marketing agency Sportfive, will be supporting marketing activities at a large number of qualifying matches – to further raise the status of EURO 2008 for the benefit of sponsors and national associations.

Under the banner of the "UEFA EURO 2008 Qualifiers Programme", four partners will be able to carry out advertising activities at no less than 170 of the 308 qualifying matches, including fixtures such as France v Italy, Croatia v England, Bulgaria v Netherlands and Northern Ireland v Spain. UMMM Chief Operating Officer Philippe Margraff explains one major advantage of the new development: "We are lengthening the time-span for sponsorship activities many times over. Previously, marketing has focused on 31 final-round matches played over 23 days. Now, we are promoting EURO much earlier, right from the start of the qualifying phase. This means potentially more than 200 matches over a two-year period. This also supports smaller football associations in the marketing of their home matches."

The programme means that EURO sponsors will be offered access to perimeter advertising and tickets for the 170 qualifying matches. Philippe Margraff explains, "We have to limit the amount of perimeter advertising in order to leave room for the national associations' own sponsors and commercial activities. So we are convinced that everyone will be happy with an arrangement which will benefit all parties".

Initial reactions from the EURO partners have been extremely positive. The "UEFA EURO 2008 Qualifiers Programme" has sold out, with four sponsors immediately signing up for this unique opportunity.

Interview with

Samuel Schmid



Samuel Schmid – with a EURO 2008 ball and a clear EURO 2008 goal.

Samuel Schmid has been a supporter of EURO 2008 ever since Austria and Switzerland first applied to host the tournament. Not only because his three sons play football, but also out of his own conviction. Here, the 59-year old federal councillor talks about his fascination with football in general and the Swiss national team in particular, as well as security and other topical issues.

Images: Stefan Wermuth

What connections do you have with football?

"I never played for a club, but only in the occasional tournament and during my military service. Since then, I have become a keen spectator at all levels of the game, from the lowest division to the Champions League and women's football. I find football exciting, fascinating, sometimes infuriating, but especially emotional... I try to watch matches live if at all possible. Football is a sport that you need to celebrate as part of a crowd."

Which club do you particularly look out for?

"I am a self-confessed fan of the Swiss national team. I saw them play at EURO 2004 in Portugal and at the World Cup in Germany. As a private individual, I do have a favourite club, but that remains a family secret. One thing I can tell you is that my sons, who all play football, do not always agree with my views. We often talk about football at home."

Is or was there a player whom you particularly admire?

"The first one that comes to mind is FC Zurich legend (and current national coach) Köbi Kuhn."

Talking of Köbi Kuhn, what chance do you think the Swiss national team has at EURO 2008 – is it realistic to dream of reaching the final?

"To talk about the final at such an early stage is perhaps a little ambitious. We should take one step at a time. The first objective must be to qualify for the quarter-finals as group winners. Then you can begin to set yourself higher targets..."





What factors can make the European Football Championship a successful sporting event?

"Responsibility lies not with politicians, but with Euro 2008 SA and UEFA. I am expecting, indeed demanding, that the organisation goes smoothly, both the tournament itself and the welcome for fans and guests. As far as security precautions are concerned, I hope that we won't have to intervene at all. The less we see of the security forces, the better."

You saw two matches in Portugal – Greece v Portugal (2-1) and Switzerland v Croatia (1-1). Did you enjoy your personal experience of EURO 2004?

"The atmosphere was great and the hosts were all extremely friendly – it was a real experience. I am sure that we can create the same kind of happy atmosphere in our country."

Finally, you have particularly been criticised about the costs...

"That is all part of the game of politics and is par for the course. What counts is that the budget was accepted by a large parliamentary majority."

How exactly will the funds be used?

"The additional budgetary expenditure coming from the public purse totals CHF 182 million (EUR 117 million). The main areas are security (CHF 64 million), infrastructure and transport (CHF 28 million), venue

marketing and national advertising (CHF 25 million) and events in Switzerland (CHF 17 million). CHF 18 million will be spent on stadium infrastructure and CHF 12 million on project management. Last but not least, we have a reserve of CHF 18 million so that we have the scope to deal with any significant deterioration in terms of security. Not all of these figures actually require cash payments. For example, the cost of deploying the army (CHF 10 million) will be covered by my department."

What do you say to critics who claim that the costs are too high?

"Switzerland is not only paying out, it will also profit considerably. EURO 2008 is a unique chance and platform for us – it has the potential to create long-term financial benefits, particularly in terms of tourism, the employment market and attracting businesses. We want to organise a football festival, a huge event on an international scale. Secondly, a key task for every state is to protect the safety of its citizens and guests. Security can never be too expensive. We are in a situation today where security requirements and standards at major events have risen worldwide in recent years. The security budgets of the Olympic Games, Champions League matches and major non-sporting events have truly rocketed in the last few years."

Interview with

Liese Prokop



As Austria's Interior Minister, the EURO 2008 ball is in Liese Prokop's court.

Although it has become commonplace these days, in 1969 it was a total sensation: Liese Prokop, 28-year old world record holder, Olympic silver medallist, European champion and Austrian Athlete of the Year, swapped athletics for politics and became a member of the Lower Austrian State Parliament. What was supposed to be a short guest appearance turned out to be the start of a successful new career, as Prokop went on to become a member and later deputy leader of the provincial government. In December 2004, she made the unexpected switch to national politics, as Austria's first female Interior Minister. She remains devoted to sport.

Image: BMI – Austrian Federal Ministry of the Interior



...and it seems a good deal lighter to handle than the shot she used to put as an Olympic athlete.

Image: Pressefoto Volava

Minister, you were a truly world class athlete. What are your links with football?

"When I was still an athlete, the champions of Admira Wacker used to train on the adjacent field, with stars such as Stamm, Latzke and Wahl. Some of those players are still my friends. Also, my elder son (Gunnar jnr.) was in the Admira youth set-up for six years, making it into the Under-21s and, via Stockerau, into the second tier of Austrian football. I used to watch him from the stands with my fingers crossed as often as I could."

Did you ever play football yourself as part of your training?

"It was part of my warm-up routine. By the standards of the time, I was an excellent defender and had quite a powerful shot."

How often can you be seen on a football pitch these days?

"As far as my diary allows, I try to watch as many games as I can. It doesn't matter whether they are league matches or internationals. The same applies to sport in general. Last year, I discovered a passion for ice hockey at the World Championship in Vienna."

Let's turn to EURO 2008. What challenges will the forces of law and order have to face?

"Our police force is very experienced in dealing with major sports events. I have no worries about that at all. We will conduct ourselves in a friendly and efficient manner. Our priority will be to seek dialogue and de-escalation."

"We have recently been able to look very closely at the situation in Germany and learn some lessons from there, particularly in relation to fan zones."

"The Germans put a great deal of effort into organising these areas with big screens, catering and play zones as well as live events. It was important for us to look closely at the security measures in place in these fan zones. I not only sent members of my staff to have a look, but I went to see it for myself. Our German colleagues kept us very involved with what they were doing. We will also pay close attention to the conclusions drawn afterwards, so that we can make any necessary adaptations or improvements to our own security policy. Ever since I took up my post, we have been constantly involved in the preparations, partly because of our role as a neighbouring country. It has raised our awareness. And hardly a conversation with my German counterpart Wolfgang Schäuble goes by without us talking about football."

How is the cooperation with Switzerland going?

"I know it may sound a bit clichéd, but our cooperation is very close and constructive. Right at the beginning, we set up a joint security working group and we have been talking to each other regularly. We also drew up a joint security policy. We are aiming to create the same standards in Austria and



Liese Prokop takes to the air during the long-jump competition at the 1968 Olympic Games in Mexico.

Image: Pressefoto Votava

Switzerland so that fans find the same conditions in both countries. We are also implementing the policy together. At the same time, we need to create a common legal framework as far as our respective Constitutions allow. It's a bit easier for us because law and order is dealt with at federal level in Austria, whereas in Switzerland it is a matter for the cantons. Relations with my Swiss colleague, Samuel Schmid, are also very friendly. We are already well on the way, if not to say fully prepared, in many areas. From our point of view, the European Championship could start earlier than scheduled!"



Liese Prokop is chaired off the track at the Wiener Südstadt after setting a new world pentathlon record in 1969.

Image: Pressefoto Votava



Image: Pressefoto Votava

Number 111 is Number 1. Liese Prokop celebrates her world-record tally in Wiener Südstadt.

The 8 Venues

An artificial pitch was installed at the Stade de Suisse in Berne during the summer, just under two years before the stadium is due to host EURO 2008™ matches... on natural turf, as stipulated by the regulations for the final tournament.

This was an issue that became big news when the FIFA World Cup finals were played in the United States in 1994. There was much debate about whether natural turf could be successfully laid on top of an artificial surface. It is certainly viable for a limited period of time but it requires extreme care with regard to the nature of the sub-soil or bed and, in particular, drainage in the event of bad weather. It's also important to avoid risks of organic disturbances derived from contact between the natural pitch and the artificial underlay.

Removing the artificial surface to replace it with natural grass could be a costly procedure. A new artificial pitch would probably have to be re-laid, as the original 'carpet' is highly likely to suffer extensive deformation during the removal process. The cost of laying a new artificial surface could be estimated at something between 1.3 and 1.7 million Swiss francs.

Vienna – Ernst Happel Stadion

The new VIP area was opened on 1 March, coinciding with Austria's friendly against Canada. The area totals 1,850m² on two different floors and the capacity is almost a thousand – 960, to be precise. In the meantime, construction work has got under way on the new Press Box and Media Working Area.

Klagenfurt – Wörthersee Stadion

The old stadium has already bitten the dust and work on the new one started in February. Progress is on schedule even though there's not a great deal to be seen above ground at the moment. What there is to be seen can be found on www.woertherseestadion.at.

Innsbruck – Tivoli NEU

Construction work has already begun, with a view to increasing the capacity, as in Salzburg, to 30,000. But in this case, the roof will

be lifted in three different stages. Most of the construction work will have been completed by the end of this year.

Zurich – Letzigrund Stadion

Construction work started last December and will be completed by September 2007. All is going according to plan and, in the meantime, the old Letzigrund is still staging matches. It will be torn down right after the famous "Welt-klasse" athletics meeting in August. Progress pictures can be found on www.letzigrund.info.ch



Image: Albert Wimmer

Salzburg – Stadion Wals-Siezenheim

Construction work started immediately after the Salzburg Red Bulls players vacated the showers at the end of their last league match of the season on 6 May. The highlight of the rebuilding process took place on 10 June when the whole 17,000-metre squared roof was lifted at once to, literally, make room for capacity to be increased from 18,000 to 30,000. The hydraulic roof-lifting – according to stadium manager Alfred Denk the first-ever such operation and financially more viable than other measures to raise the roof – took almost 12 hours. The roof was put on to temporary supports and secured by special ropes. Beams were then built into the appropriate areas.

Basle – St. Jakob Park

Expansion work began in the summer of 2005 with the additional tier on the opposite stand expected to be completed and operational for the 2006-07 season. Everything is going according to plan – except for the team missing out on the league title in the last game of the season...

Berne – Stade de Suisse

The stadium is ready and made its UEFA Champions League debut earlier this season. The following big date was 17 April, when a capacity crowd attended the Swiss Cup final between BSC Young Boys and FC Sion.

Geneva – Stade de Genève

After plenty of excitement last November when it was the venue for the friendly match between England and Argentina followed, four days later, by Italy v Ivory Coast, the home fans were out in force for Switzerland's big game against Italy on 31 May and Brazil against New Zealand just before the FIFA World Cup kick-off. The venue was also used for a part of the German national team's preparation for the World Cup finals.

We have lift off. The hydraulic system successfully raised the roof at the Stadion Wals-Siezenheim in Salzburg on 10 June.



Further training in



The multi-national squad photo at a HatTrick seminar. At the back (left to right): Ioan Lupescu (Romania), Ales Zavrl (Slovenia), Edvinas Eimontas (Lithuania), Tervel Zlatev (Bulgaria), Siim Juks (Estonia), Maksims Raspopovs (Latvia), Andreas Morias (Cyprus), Bostjan Gasser (Slovenia), Mladen Cicmir (Slovenia) and Daniel Prodan (Romania). In the front row: Martin Kallen (Euro 2008 SA), Arben Bici (Albania), Raili Ellermaa (Estonia), Diana Taicaite (Lithuania), Nicole Breuer (Euro 2008 SA), Adonis Procopiu (Cyprus), George Papastavrou (Cyprus) and André Boder (UEFA).

Image: Philippe Woods / UEFA



Tervel Zlatev of Bulgaria (left) checks documents with Mladen Cicmir of Slovenia.

Image: Philippe Woods / UEFA

Martin Kallen provides training on project management; football administrators from all over Europe listen in...

"Practical training is a top priority for us", says UEFA Chief Executive Lars-Christer Olsson. European football's governing body is spending no less than CHF 20 million on further training for football administrators as part of its HatTrick programme. The programme is financed through revenue from UEFA EURO 2004™ in Portugal. Let's take a look...

Ioan Angelo Lupescu is general director of the Romanian Football Association. He is one of around 20 seminar participants. He is standing at the lectern, talking about the preparations for a (fictitious) Under-21 final round. Opposite him stands Martin Kallen, Chief Operating Officer of Euro 2008 SA. The man from the Bernese Oberland organised what has been described as the best European Championship final round ever, in Portugal in 2004. He has been responsible for organising all UEFA Champions League and UEFA Cup finals since 2000. Today, the 43-year old is offering some advice on project management.



project management



Martin Kallen addresses (left to right) Ioan Lupescu, Diana Taicaite, Daniel Prodan, Maksims Raspopovs, Tervel Zlatev, Ales Zavrl, Mladen Cicmir and Bici Arben.

Image: Philippe Woods / UEFA

Over the next few years, the Romanian Football Association plans to submit improved bids to host final tournaments in UEFA's youth competitions. "In 2009, the association's centenary year, we would like to host a UEFA club competition final in Bucharest," explains Ioan Angelo Lupescu. Martin Kallen's advice is well timed.

These project management seminars always follow the same pattern, starting with a theoretical introduction. "The reasons why certain projects are particularly successful can be counted on the fingers of one hand," says Martin Kallen. "The more detail you can provide when defining your objectives and tasks, the more efficiently the whole team can work. This often begins with the right job description".

The COO of Euro 2008 SA does not just tell participants how to organise a project successfully; he also gets them working. Course participants spend a significant proportion of the three-day seminar doing practical work. Ioan Angelo Lupescu stands next to Martin Kallen and discusses the preparations for the (fictitious) Under-21 final round. "You seem very passionate about the subject and very convincing,"

says Martin Kallen. "But you said nothing about guarantees. Verbal declarations of intent from potential sponsors, informal discussions with politicians – in practice, that is not enough. You need written contracts and documents". Just one of Martin Kallen's many top tips.

The rotation principle applies. Every participant must step forward at least once and try to convince Martin Kallen as best he can. "You can't perform a miracle in three days," he says. "But you can raise people's awareness of analytical processes and cost control. The more often you analyse your work and the project, the fewer nasty surprises you'll have at the end".

It sounds simple. Simpler at any rate than most projects appear to be in reality. "If necessary, I've got Martin Kallen's business card," smiles Ioan Lupescu. There is a good chance that he will be contacting the Euro 2008 SA COO again in the run-up to his association's centenary year to talk about issues he first heard about at the HatTrick seminar in Nyon.



HatTrick

Solidarity has a name

The HatTrick programme was established in 2003. It is completely funded through revenue from UEFA EURO 2004™, with a total budget of CHF 490 million until 2008. Each of the 52 member associations receives between CHF 500,000 and 1.1 million per year – the exact amount depends on their level of participation in UEFA competitions and the quality of their licensing system. This represents a total (until 2008) of around CHF 230 million.

In addition, up to CHF 2.5 million is awarded to each association for the financing of infrastructure. This covers work ranging from building projects such as stadium renovation or construction, the acquisition of training facilities and improvement of office premises to the (part-)financing of the running costs of youth academies.



Railii Ellermaa in discussion with Diana Taicaite and Siim Juks.

Image: Philippe Woods / UEFA



The Romanian Football Federation's Chief Executive, Ioan Lupescu, with Diana Taicaite and Siim Juks in the background, listens to Martin Kallen's presentation.

Image: Philippe Woods / UEFA

That's not all: to celebrate UEFA's golden jubilee, each of the 52 associations (from Albania to Wales) was offered CHF 1 million to build mini-pitches (ranging in size from 250 to 1,000 m²). So far, more than 2,200 of these pitches have been built across Europe.

"Since last year, we have particularly been focusing on basic and further training for employees of the member associations – that includes coaches, referees and administrative officials," explains Andreas Kuhn, who is in charge of all UEFA assistance programmes. He has an estimated CHF 20 million to spend on these activities, although of course he does not have to pay for the services of colleagues such as Martin Kallen.

Projects supported by the HatTrick programme include:

- Germany: creation of a single database for players, players' passports, regional associations, clubs, coaching licences, competition organisation and football-related legal cases.
- England: support for 39 socially deprived regions – through the construction of mini-pitches and employment of local football coaches, who promote education and health among young people through sport.
- Italy: renovation of the Coverciano training centre in Florence.
- Lithuania: construction of a youth coaching academy in Kaunas.
- Netherlands: referee master plan, covering the recruitment, education, training and supervision of referees.
- Austria: renovation of the Ernst Happel stadium; "Fit for EURO 2008", an educational programme for police and stewards; and a support programme for young referees.
- Switzerland: support for two four-year projects, each for 20 talented male and female 14- to 16-year olds.
- Czech Republic: installation of an air-conditioning system at the association headquarters.
- Belarus: purchase of a scoreboard for the Gomel stadium, construction of a heated artificial pitch in Minsk.

Questions for Martin Kallen

What do you hope to teach your colleagues at the Hattrick seminars?

"How easy project management can actually be. Nobody should be scared of organising an event themselves. Anyone can do it, all they need is a bit of analytical thought and self-control."

When are you really pleased with an event or project?

"Never. I am very critical – but as a rule you can say that the faces of the spectators speak volumes. If they are happy, you have done your job well."

What adjectives would you use to describe yourself?

"Persistent, quick-thinking, risk-taking, flexible... and sometimes too nice."

Martin Kallen always seems to be relaxed, no matter how many thorny questions are thrown at him.

What qualities do you particularly value in the people you work with?

"I like them to work purposefully and efficiently. And they should enjoy their job."

You organised the best European Championship of all time – how do you intend to make the next one even better?

"There is still plenty of room for improvement, even after the best finals ever. In Portugal, we did not finish the preparatory work in the stadiums until two days before the opening match. We want to avoid that happening this time. We will be concentrating more this time on training staff, including volunteers. We can also improve the flow of information. These are all operational improvements which the fans know nothing about... fortunately."

What does the man in overall charge of EURO 2008 do on the day of the final – does he have time to watch the match?

"I should be able to enjoy the final. The opening match is more difficult. In Portugal, I didn't sit down at all, since we still had a few teething problems to sort out in the VIP club."

Venue Management – what is it?

Colin Smith, Head of Operations, has a succinct answer. "It's basically about co-ordinating all the requirements from all the different target groups and then liaising with all the different parties on site to make sure that these requirements can be implemented. That means working with the host cities, the stadia, the police, public transport organisations in order to ensure that the individual objectives of the different internal divisions can be successfully achieved."

Next question: what's so 'newsworthy' about it? Why is it worth featuring in INSIDE EURO? Colin, again, provides the answer. "Because, for 2008, we taking a different approach. In the past, our organisational involvement tended to focus on the stadium itself. If you imagine the map of a stadium, we played an active role in things like parking space for TV outside broadcast trucks, the media and so on. We then got an idea from the police and the local authorities – through our security liaison network – about their traffic policies, road closures and so on. But we were not directly involved in this process. Public parking was also handled by a different division. This time, we have the opportunity to combine all these elements within one department to create a more coherent

"...there can be no master plan applicable identically to all stadia. Every venue is different."

approach. 'Venue Management' is now directed at a much wider area, literally and figuratively. Geographically, the definition of a 'venue' varies from location to location. Basically, we are working with the city, the stadium, the police and the transport systems on a global plan that embraces the routes and access points that supporters and guests might encounter from the moment they arrive for a game to the time they head away again."

Next question: it sounds logical, but how do you go about it? "What we have done this time," Colin explains, "is to set up Venue Management working groups which are chaired by us but are basically round-table discussions where we present the different requirements along with the philosophy and reasoning behind those requirements. We work together with all the other parties to find the best possible solutions for all target groups. The repre-

sentatives from the different parties bring to bear their experience of working in and around that particular venue and might therefore have different ideas or proposals – and that's why it's good to sit down and try to take the best from these proposals. We've already had the first two rounds of meetings in all eight venues and they have been very positive indeed."

"Our role is essentially to 'chair the meeting'. We collate all the requirements from the target groups; present those requirements to the specialists on site; and then take proposals or suggested amendments back to the target groups to make sure they are workable. Looking at it from the other side, the key people at each stadium and in each city know that their main contact is Venue Management. In other words, we can act as a sort of clearing house when it comes to interchanging ideas and coming up with solutions to ensure that the needs of all the target groups are considered and to avoid situations where the needs of certain target groups are fulfilled – but to the detriment of others."

"In between the meetings, work carries on within the sub-groups we have defined. This is logical because we don't want to interrupt the work that needs to be planned and executed by specific groups within the cities. But all the points raised at the individual sub-group meetings are then raised when the full Working Group next gets together. The second round of plenary meetings was held in June and two more are in our diaries for the second half of the year."

Next question: what is the Venue Management set-up? "We've got what we think is a rational structure in place in order to guarantee, as far as possible, that we have a consistent approach across all stadia," says Colin. "Within Venue Management, we have two Country Managers – Carlos Lucas for Switzerland and Robert Bossert for Austria. We've also got a Venue Co-ordinator for each country: Bettina Gressel for Austria and, for Switzerland, Sandra Haas, who started with us in July."

"At the moment, Venue Management is centralised in Nyon," Colin adds. "But we will progressively decentralise as the final tournament approaches. In the nearer future – in 2007 – we will have somebody



Colin Smith, Head of Operations, at the table with Carlos Lucas, Country Manager for Switzerland (and already on familiar terms with red shirts) with Robert Bossert, his counterpart for Austria, in the middle.

Image: Philippe Woods / UEFA

based in Basel and someone in Vienna. And, as of 2008, we will have a Venue Manager at each stadium. Those first six months of 2008 will be when site visits will intensify, implementation procedures will be tested and reviewed and the logistical procedures regarding important details like deliveries will need to be finalised. So it's very important to have somebody permanently on site to coordinate all the different activities that have to dovetail together in the build-up to a successful matchday."

"During the event itself, we will have venue teams in each stadium. And each team will have members from specific areas such as Marketing, TV and Media, Communications Technology and so on. It means that, ideally, all solutions will be found by the people based at the venue rather than having to refer back to 'Head Office' all the time. This is extremely important as, during the event, decisions will need to be taken quickly with full knowledge of what is actually happening on the ground."

Final question: what is the major challenge you have to face? "Space! The requirements for a match at UEFA EURO 2008™ tend to be much greater than the needs for any game in club football. And, of course, space within the stadium perimeter area can't be invented. Let's take as an example the space required for the TV companies to park their Outside Broadcast trucks. The Broadcast Compound, as we call it, usually requires something between 6,000 and 9,000m². Hospitality areas for sponsors and so on can

easily add up to 6,000, 7,000 or 8,000m² more. With regard to parking, for a 'normal' match, fans get used to finding their own parking space and then walking to the stadium. However, at a tournament on the scale of a European Championship, the expectations are much higher. There is a need for larger parking areas and to ensure that these different parking areas and access routes are well organised. So it's up to us to devise workable plans, together with our colleagues in the Venue Management Working Group, that allow people to get to the right access point in reasonable time and with a minimum of hassle."

"It means that there can be no master plan applicable identically to all stadia. Every venue is different. You might be lucky and find training pitches or unused spaces next to the stadium that can be put to good use. But you're not always lucky. So you have to be prepared to work out plans for venues where wide open spaces are simply not available. The ideal is to have easy and close access for all target groups. But if that isn't possible, we have to devise shuttles, park-and-ride services or whatever is required to get the right people to the right access at the right time. It's only one of the challenges facing us at Venue Management but it's maybe one of the crucial issues in terms of the way our work will be judged."

The Trophy



1



2



3



4

A new trophy has been produced for EURO 2008 – with due respect to the original design.

It consists of a spun main body in sterling silver with engraved UEFA roundel and the main title: UEFA EUROPEAN FOOTBALL CHAMPIONSHIP. The patterned details at the

top and bottom of the main body have also been engraved, however, both handles were hand-modelled separately. A chased wire detail has been applied at top and bottom.

The new trophy, produced by Asprey Silver Workshop in New Bond Street, London, has a high polish with the names of the former winners engraved on the rear below the official name of the competition: COUPE HENRI DELAUNAY.

The new version, with its own bespoke aluminium flight case, has got a 3D definition scan from which UEFA are currently building a comprehensive range of computer-generated UEFA EURO trophy imagery (CGI) in both stills and HD moving formats in order to supply broadcasters and sponsors with a variety of treated and untreated files.

Though the new trophy is 60 cm, or 22 cm higher than the old one which included a plinth of 4 cm, it weighs less: 7.6 kilo as the 400 gram heavy plinth has been dropped.

It took four months to develop the design, including various approvals, and another three months to produce the trophy. The cost was CHF 50,000 plus expenses on an identical duplicate copy as well as a replica in reduced size.

As the winners of the UEFA European Football Championship two years ago in Portugal, Greece received the old trophy, created by Arthur Bertrand in Paris in 1960 and made in silver plate at a cost of 20,251 French francs. But this will remain the property of UEFA. The Greek Football Association will be presented with a reduced-size replica of it, which it may keep.

1, 2, 3: Each component has to be made with millimetric precision and shaped exactly to fit into its place when the trophy is assembled.

4: One of the handles is delicately hand-crafted.



1



2



3

A full-size replica of the new trophy will be presented to any association that wins the competition three times in succession, or on a total of five occasions. The holders of the trophy may have a copy of the trophy made only under the following conditions: the copy must be clearly marked 'Replica', and must not be larger than 4/5 (of the size) of the original.

The European Football Championship Trophy was named after Henri Delaunay, the Frenchman who was UEFA's first general secretary from 1954 to 1955. His, and other pioneers' faith and perseverance led to the creation of the competition, originally called the European Nations' Cup.



4

The original trophy
– and the new version.



38 cm



60 cm

1, 2: Precise application of heat as the trophy is carefully assembled on a bed of stone.

3: The engraver puts the finishing touches to the legend on the back of the trophy: Coupe Henri Delaunay.

4: The craftsman at work on the fine detail of one of the handles prior to assembly.

Images: UEFA

The Ambassadors agree:

EURO 2008 will be another great Party

Andreas Herzog and Stéphane Chapuisat reflect on the 2006 FIFA World Cup in Germany

Stéphane Chapuisat and Andreas Herzog: both were world-class footballers; both were capped more than 100 times for their respective countries, Switzerland and Austria; both are now playing the role of EURO 2008 "ambassadors". And it goes without saying that both attended the World Cup. Stéphane Chapuisat supported the Swiss national team in their matches against France and Togo from the VIP section of the stands, while Andreas Herzog was in Germany as an observer for the Austrian FA and watched nine games in ten days. Below is what the two "ambassadors" had to say about the World Cup.



Spot the Austrian! With Swedish head coach Lars Lagerbäck on the monitor and a sea of blue and yellow in the background, Andreas Herzog is easily recognisable as Austrian Ambassador at the FIFA World Cup.

Image: Norbert Juvan / GEPA Pictures



Swedish for a day – and who wouldn't be! Andreas Herzog at the Olympic Stadium in Berlin for Sweden's group match against Paraguay.

Image: Norbert Juvan / GEPA Pictures

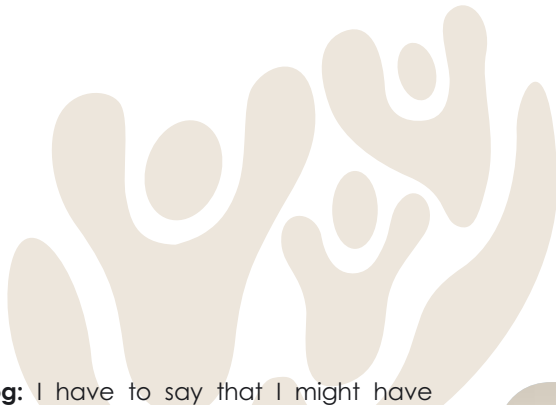
What was the highlight of the World Cup for you personally?

Andreas Herzog: The Sweden v Paraguay match in Berlin with 50,000 Swedish fans. Even on the way to the stadium I was stuck among the fans in a sea of blue and yellow. The last five kilometres took a good two hours. I've never known anything like the atmosphere in the Olympic stadium.

Stéphane Chapuisat: I made the most of being in Dortmund for the match to meet up with friends and acquaintances. It was more like a home game for Switzerland; there were so many Swiss flags that the Westfalen stadium was almost unrecognisable.

Which teams impressed you?

Stéphane Chapuisat: It was clear that European football is in good shape. It was just what we needed before EURO 2008 on home turf.



Andreas Herzog: I have to say that I might have expected a bit more in sporting terms. Germany, Argentina and Spain were dazzling with their displays of attacking football, but most teams made their mark with tactical discipline and good defensive play. The best example was the Italians, who only conceded two goals, an own goal and a penalty in the final. They deserved to be champions. And it was also clear that having fun and spending time in discos doesn't get you very far, even if you're a Brazilian superstar! I was happy to see the attitude of the Germans and the Swiss in this respect.

Who was your favourite player?

Andreas Herzog: Fabio Cannavaro was the best for me. He masterminded Italy's triumph and he's a top-class defender.

Stéphane Chapuisat: I thought Zinedine Zidane was brilliant. Once again, he was playing football from another planet. It's a pity that he got a red card in his final appearance. His flashes of genius will be missed in international football.

How do you rate your team's chances for EURO 2008?

Stéphane Chapuisat: Köbi Kuhn's team has huge potential, as topping their group in the World Cup demonstrated. But there isn't much strength in depth. We have to hope that none of the key players are injured. Then we could do well.

Andreas Herzog: It's going to be difficult for Austria, that's for sure. But we have to believe that we can reach the knock-out rounds. Our 2-2 draw against England in the World Cup qualifiers should encourage the team.

Can Austria and Switzerland make as good a job of the organisational side as Germany?

Andreas Herzog: Of course the whole tournament will be on a smaller scale: fewer matches, smaller stadiums, only 16 participating teams. But you can be sure the enthusiasm levels will be the same – in both countries.



Stéphane Chapuisat used the opportunity to see friends in Dortmund when he attended Switzerland against Togo. During eight years, he was the leading goalscorer in BV Borussia Dortmund and his popularity remains the same which is underlined in this room at the Hotel Lennhof.

Image: Foto-Net

Stéphane Chapuisat: Everything that happened in Germany will work for us too. It will be a massive party.

What do you think of "fan fests"?

Stéphane Chapuisat: It couldn't have been better for football, especially as everything went off peacefully.

Andreas Herzog: I watched the Portugal v France semi-final on a giant screen at the Krieau, not far from the Ernst Happel stadium in Vienna. People love it but, to be honest, it's too much commotion for me. I'd rather be watching in the stadium.

The FIFA World Cup told us very clearly that we're not just organising a football tournament. We are organising a major social and cultural event for people who will come to Austria and Switzerland expecting to have fun.

See you in 2008!

Martin Kallen
Chief Operations Officer
Euro 2008 SA



Spain



Croatia

Image: Getty Images



Portugal

Image: Witters Sport-Presse-Fotos



Czech Republic

Image: Empics



Italy

Image: Getty Images



France

Image: Foto-Net



Germany

Image: Witters Sport-Presse-Fotos



England

Image: Witters Sport-Presse-Fotos



Image: Witters Sport-Presse-Fotos



Switzerland

Image: Witters Sport-Presse-Fotos



Ukraine

Image: Foto-Net



Serbia and Montenegro

Image: Getty Images



Netherlands

Image: Witters Sport-Presse-Fotos



Poland

Image: Witters Sport-Presse-Fotos



Sweden

Image: Witters Sport-Presse-Fotos

“We want to be the champions of Europe”

Interview with Köbi Kuhn

Köbi Kuhn has been Switzerland's national coach since 2001. In his five years in the post, the 62-year-old from Zurich has considerably rejuvenated the Swiss national team, taken them to EURO 2004 in Portugal and the World Cup in Germany, and is now preparing for his third major tournament in a row in 2008. For EURO 2008 in Switzerland and Austria, Kuhn already made his ambitions known in writing some four years ago.

Köbi Kuhn, what lessons have you learned from the World Cup for EURO 2008?

“It was useful to prepare for this huge event down to the smallest detail and to make careful plans for the trip to Germany. This spared us problems off the field and made it clear to us that we also have to tackle EURO 2008 meticulously in advance. On a sporting level, we achieved our minimum target but also realised that we can and want to do better.”

To what extent has the World Cup fired up enthusiasm for EURO 2008?

“You can get used to such tournaments... (he grins). Naturally, everyone is thrilled to have another opportunity to be in the spotlight and, with the combined experiences of Portugal and Germany, to forge even further ahead.”

And you've even stated your ambitions for EURO 2008...

“In August 2002, I wrote a vision statement in which I declared our ultimate goal for 2008, that we want to be the champions of Europe. We stopped off in Germany on the way to our great ambition. I am convinced, we are all convinced, that we can play for the title. Greece won the European Championship in 2004, so why shouldn't Switzerland?”

Will the team change a lot?

“It all depends on the quality. Anyone whose performance stands out will have the chance to prove himself. But we are Switzerland and we don't have the same huge reservoir of talent as other nations.”

Switzerland were cheered on by thousands of fans in Germany, and also received a rapturous welcome when they returned home. Had you reckoned on this popularity?

“Our popularity is growing constantly. The support in Germany was fantastic and the greatest possible form of praise and recognition for the players. I'm sure that this atmosphere will carry on until 2008 and even beyond.”

Are you still thinking about the missed opportunity of the last-16 match against Ukraine and the penalties missed by Streller, Barnetta and Cabanas?

“That defeat will always remain with us in some way, but we must and will put it behind us. As far as the penalties are concerned, there's no skill involved in taking a penalty; anyone can do it, but anyone can also miss, even the greatest in world football – Platini, Zico and Baggio all missed at least once in their brilliant careers.”

In the next two years Switzerland will only play friendlies. How do you approach such matches as coach?

“A qualifying competition provides competition experience, that's for sure. But I don't see it as a problem that we qualify automatically. We can still use the next two years profitably. Everyone knows what kind of event lies ahead and everyone can prepare themselves mentally and focus on it. So the qualifiers aren't absolutely necessary.”

In a quiet moment, have you already given any thought to what you'll do after EURO 2008?

“For the time being I've only got my sights on the tournament here and in Austria. I don't know what will happen to me beyond that. Logically, I'd help the team to develop even further, but that decision does not lie with me alone; the association also has a say in the matter.”

Interview Peter Birrer

Köbi Kuhn and defender Philippe Senderos try not to laugh during a training session prior to Switzerland's game against the Korea Republic in Hannover. Maybe they're trying to decide the winner of the Longest Sleeves Competition ...

Jakob "Köbi" Kuhn

Date of Birth: 12.10.1943

Career – as player

FC Wiedikon (1954-59)

FC Zürich (1960-77)

63 appearances and 5 goals
for Switzerland

Swiss Championship Winner
1963, 1966, 1968, 1974, 1975,
1976

Swiss Cup Winner 1966, 1970,
1972, 1973, 1976

496 league appearances
44 UEFA Club Competitions
appearances

Career – as coach

FC Zürich – Technical Director
& Head Coach Youth Section
(1979-95) FC Zürich – Head
Coach (1983-84) Under-18
and Under-21 National
Team Coach (1996-2001)
National Team Coach
(since 10.06.2001)

“An offer you cannot refuse!”

Interview with Josef Hickersberger

Josef Hickersberger's coaching career took off at lightning speed in 1987 when, after only a year as coach of the Austrian Under-21 team, he took charge of the senior national team. The newcomer, who had played in the German Bundesliga for six years and won 39 caps for Austria, led his team of outsiders to the World Cup finals in Italy. Now, more than 15 years later, 58-year old “Hicke” will be hoping to bring the national team luck for a second time.

Why did you make a comeback?

“The offer of leading the national team at the European Championship finals on home soil cannot be refused under any circumstances. It will be the highlight of my coaching career!”

What do you think your team can achieve at EURO 2008?

“We want to reach the quarter-finals, which at the moment, that looks like being a very difficult task. The team failed to qualify for the last two final rounds, finishing third in its respective groups, quite a way behind the top two teams. Moreover, the players and staff must aim to generate a feeling of national unity so that the whole of Austria is right behind the team. That would have a lasting effect and youth football would also benefit.”

What arguments are in your team's favour?

“There's one thing I can predict already: even opponents who are better than us on paper will find it difficult to beat us in the Ernst Happel stadium. We are building on our home advantage. Then there is the fact that this will be the chance of a lifetime for many of our players to perform in front of a television audience of billions.”

How do you get this optimism across to your players?

“Looking over the border gives us hope: Switzerland is a small alpine country in similar circumstances to ours: poor training conditions between November and

March and limited financial resources. Nevertheless, the Swiss are regular participants in World Cup and European Championship finals. Their youth set-up is exemplary. We are putting all our efforts into ensuring that our “Challenge 2008” project produces this kind of success – hopefully starting at the European Championship in our own country.”

In attack, you are particularly short of options. What can you do?

“It is a fact that, in our most successful periods, we have always had great goalscorers such as Hans Krankl or Toni Polster. Today we have quite a lot of players in good foreign leagues, but none of them are strikers. That is definitely one of my main concerns. Fortunately, however, we have some reasons for hope: Salzburg's Marc Janko (23) is one such talent, an athletic and technically experienced attacker who might be able to make the jump up. An even younger prospect is Martin Harnik (19), who is currently playing for Werder Bremen's amateur team.”

For the next two years, your national team will only be playing friendly matches. How do you deal with that as team coach?

“You cannot simulate the stress of qualifying matches in friendlies. That is true. On the other hand, I can experiment more in such matches and bring in more young players. In the longer term, the national team will benefit from that.”

Finally, another personal question. On 27 April 2008, you will celebrate your 60th birthday. Three months later, your contract with the ÖFB [Austrian FA] expires. Have you thought what you might do after EURO 2008?

“If you are suggesting I should retire, then I can tell you that will not be the case! I will definitely continue working.”

Josef Hickersberger

Date of Birth: 27.04.1948

Career – as player

FK Austria Vienna (1967-72)
 Kickers Offenbach (1972-76)
 Fortuna Düsseldorf (1976-78)
 SSW Innsbruck (1978-80)
 SK Rapid Vienna (1980-82)
 Austrian Championship
 Winner 1969, 1970, 1982
 Austrian Cup Winner 1967,
 1971, 1979

39 appearances and 5 goals
 for Austria (including six
 World Cup final round
 matches in 1978)
 177 appearances and
 34 goals in the Bundesliga

Career – as coach

Austrian National Team
 (29 matches - 1987-90)
 Fortuna Düsseldorf (1991)
 FK Austria Wien (1993-94)
 Al Ahli - Bahrain (1995-97)
 Bahrain National Team
 (10 matches - 1996) Arab
 Contractors – Egypt (1997-99)
 Al Shaab – United Arab
 Emirates (1999-2000)
 Al Wasl – United Arab
 Emirates (2000-01) Al Etehad
 SC – Qatar (2001-02)
 SK Rapid Wien (2002-05)
 Austrian Cup Winner 1994
 Bahrain Championship
 Winner 1996
 Qatar Championship Winner
 2002
 Qatar Cup Winner 2002
 Austrian Championship
 Winner 2005



The police will keep a very low profile during EURO 2008 and plan to intervene only if there are situations where stewards can't cope.



Image: Adam Davy / Empics



Security one-two

Police commandant Martin Jäggi is in charge of security for UEFA EURO 2008™ in Switzerland. His counterpart in Austria is Günther Marek, head of the ministry of the interior's sports department. In an oral one-two, these two security experts share their views.

How is the cooperation going?



Martin Jäggi

Martin Jäggi: Very well. I've already said in a meeting that I can't understand why my ancestors didn't want to cooperate with the Hapsburgs! Seriously though, we couldn't be on better terms. And I'm sure that our co-operation will continue in some way or another even once EURO 2008 is over. It's to the benefit of both sides.



Günther Marek

Günther Marek: That's absolutely right. To give just one example, we're already working on a joint logo, so that the law enforcement officers of both countries have a unified appearance during the tournament and are easily recognisable to all the fans. It also underlines our co-operation.

What are the main aspects of the joint security concept?

Günther Marek: The intervention philosophy for outside the stadiums is based on the *three-D principle*. First of all, we'll seek Dialogue, then we'll try to Defuse the situation, and only as a last resort will we take Decisive action.

And inside the stadiums?

Martin Jäggi: The police will only intervene if the stewards can't cope.

How many officers will have to be on duty for a EURO 2008 match?

Martin Jäggi: Up to 900 police officers and probably the same number of stewards (taken care of by the organisers) for the explosive ties.

Günther Marek: 600 police officers and stewards apiece should suffice for the majority of matches and ideally even less than that... We're only talking about officers inside the stadium here.

In both countries, tens of millions of euros will be spent on security for EURO 2008. What is EURO 2008 doing for law enforcement?

Günther Marek: Legislation has been amended so that we can act quickly and effectively against potentially violent fans. The amended security police law allows us to set up protection zones around stadiums. We can warn likely troublemakers and are now allowed to set up a database of known and suspected hooligans. This will be useful for all major events. Our international networking is also effective, of course. And, if everything goes well, it will certainly give our image an enormous boost. We want to be perceived as a friendly and competent force.

Martin Jäggi: In Switzerland a standard communication system is being installed, not least because of EURO 2008. At the moment, we still have over 20 different radio frequencies, whereas in the future all the cantons will have a standard system with standard frequencies. The same is true of a new hospital capacity system known as YES, which helps us in an emergency to know how many hospital



Image: Mike Egerton / Empics



Image: Matthew Ashton / Empics

beds are available, particularly in intensive care, and to take appropriate decisions rapidly, without delay. EURO 2008 is accelerating this process too.

On a less happy subject, there was appalling trouble with fans in Basle on the last day of the Swiss Super League. What do the Swiss police have to say about this?

Martin Jäggi: Admittedly, I was shocked by the pictures I saw on TV. We would never have thought such scenes possible in Switzerland. And it was immediately clear to all concerned that we would have to rethink all the security concepts, even if any additional security measures would mean restricting the freedom of the majority of spectators. It's a question of finding the right balance.

In Austria fans clashed before the matches between Rapid and Austria Vienna at the Ernst Happel stadium in Vienna. And there's recently been trouble in Pasching too ... Does action also need to be taken there?

Günther Marek: Improvements have to be made, there's no question about it. Fans have to be strictly segregated and structural measures have to be put in place in the stadiums for that purpose. Stewards have to be better trained. EURO 2008 is also making a difference in that respect.

Care should also be taken not to compare EURO 2004 with the situation faced by EURO 2008, since countries in the heart of Europe are easier, quicker and cheaper to get to than a country such as Portugal, even for troublesome fans. One thing is clear, and I can speak for both of us here: a domestic match cannot be compared with a EURO 2008 match. For EURO 2008 matches all the spectators are seated and there are other restrictions outside the stadiums – stricter security checks, personalised

tickets, and so on. It's harder for problem fans to get into the stadium and even harder for them to cause trouble. Supporters at national team matches are also different from those that follow a particular club, although that doesn't mean that we should underestimate the possible dangers.

Martin Jäggi: I agree with that. I didn't become an active football fan until I got involved in EURO 2008 as head of security. The atmosphere I experienced at Switzerland versus Turkey and Switzerland versus Israel was friendly all round. The different groups of fans fraternised with each other and there were some heartwarming scenes. The police didn't have to intervene. But it's clear that we're not starting from an ideal situation.

On the subject of hooligans, a biometric monitoring system designed to detect known hooligans has been tested in Berne for SC Bern ice-hockey matches. How did the test go?

Martin Jäggi: I was most pleasantly surprised. It worked quickly. More than 80 percent of the target group were identified by the system. But whether this kind of system can be used for EURO 2008 is up to the organisers and not the police.

Günther Marek: Whether it makes sense to use it also depends, of course, on how good a corresponding hooligan database is compiled. At the moment, only England, Germany and the Netherlands have data on suspected and known hooligans. We're just setting up such a database.

It all happened quite by chance...

No other Swiss experienced the "Miracle of Berne" from quite such close quarters. Walter Baumann, a ballboy at the memorable 1954 World Cup final, is now a retired insurance company director and lives in Basle. He was a guest of honour of the DFB at the World Cup final in Berlin.

On Sunday 4 July 1954, Hungary and Germany faced each other in the World Cup final. The result is well known. To everyone's surprise, the winners in front of 65,000 spectators in the Wankdorf stadium were not

the Olympic champions from Hungary, who were unbeaten in 32 matches over a period of more than four years, but the universally underrated Germans.

Walter Baumann, then aged 14, literally had a front row view of those legendary 90 minutes. He was a member of the supporting cast in the duel between Germany and Hungary. He wore a tracksuit, a woollen cap and, with his horn-rimmed glasses, looked a bit older than he actually was.

Germany's Horst Eckel looks aghast as Hungary's Nándor Hidegkuti connects with a fierce volley during the epic 1954 FIFA World Cup final in Berne.



Walter and his younger brother Fred were among the six ballboys selected from the youth setup of Young Boys Berne. For three years, from 1952 until 1954, they were the official Young Boys ballboys at countless league matches as well as half a dozen international matches involving the Swiss team. After every match, they were each given CHF 2, a considerable sum for a 14-year old in those days. "It was the equivalent of two weeks' pocket money from my father." It all happened quite by chance: "When the ballboys' tracksuits were being delivered, I was in the dressing room corridor in the stadium. That was why Fred and I were chosen. Not because of our looks or size, not even because of our footballing ability. Neither of us was particularly talented. I went on to make one appearance for the Young Boys reserves, which was the pinnacle of my playing career."



Walter Baumann was a ball-boy at the epic final – but the ball, over half a century ago, wasn't quite the same ...

Image: Foto-Net





With 14-year-old Walter Baumann holding the umbrella, Jules Rimet presents the silver medal to Hungarian captain Ferenc Puskás.

Image: Keystone

That rainy 4 July 1954 was undoubtedly the highlight of Walter Baumann's career as a ballboy. Firstly, because, in view of the occasion, his pay was doubled to CHF 4 per World Cup match. Secondly, because more than 65,000 spectators were in the upgraded Wankdorf stadium, including hundreds of journalists and photographers, who were interested not only in the match itself, but also in the six local ballboys. "For several days, my father shoved every possible article and photo under our noses. He was visibly proud, although not much fuss was made at home over our job as ballboys."

Before the finals, Walter's father had been reluctant to ask the school headmaster to allow both his sons to act as ballboys at all the World Cup matches held in the Wankdorf stadium. "For some reason, our father had still not forgiven us for joining Young Boys two years earlier, rather than playing for amateur club FC Helvetia, where he was President."

The World Cup tournament in Switzerland made history for several reasons, not only because of the surprising 3-2 win by Sepp Herberger's men (after trailing 2-0). It was the first final tournament in which the players had to wear numbers on their backs. Never before had so many goals been scored, with an average of 5.4 per match. Furthermore, the Germans became the first in the world to wear boots with screw-in studs. A certain Adi Dassler, founder of the global Adidas brand and its trade mark, had this new weapon up his sleeve. At half-time in the final, as the ground was becoming increasingly sodden, he changed the studs, which was one reason why, as the game wore on, the team in black and white won more and more tackles and ended up the victors.

Walter Baumann knew nothing about all this. From his position on the touchline, he did not even realise that the match had started seven minutes early. In the modern TV era, such a thing would be unthinkable. These days, the whistle is blown at exactly the right second. Back then, the early start merited just an aside from legendary German ARD radio commentator Herbert Zimmermann.

The 8,000-seat main stand stood on the spot where, in the new Stade de Suisse, VIPs are now treated to finger food and champagne. The wooden benches were considered the ultimate luxury; the 100 m long, 6 cm thick reinforced concrete roof was a stroke of architectural genius.

Walter and Fred Baumann took up their positions behind the left-hand goal as viewed from the main stand. "We were convinced that Hungary would win. Our heroes were Ferenc Puskás and Nándor Hidegkuti, not Fritz Walter or Helmut Rahn, who didn't come to the fore until afterwards...". When Hungary



Walter's umbrella keeps FIFA president Jules Rimet dry – but German captain Fritz Walter doesn't mind getting wet as he receives the trophy.

Image: L'Equipe



Over half-a-century after the final in Berne, the team photo at Walter's birthday party indicates that the family has grown ...

Image: Foto-Net

raced into a 2-0 lead, the ballboys struggled to keep their excitement under wraps. "We had to bite our tongues to stop ourselves yelling with joy. We didn't do that, not even at Young Boys matches."

Of course, the boys also kept quiet when the Germans went 3-2 up. They grimaced slightly because their favourite team was losing and there was no time for a comeback. When the final whistle blew, Walter ran towards the players' tunnel, where soldiers tried to rope off a small area for the presentation ceremony. Thousands of fans ran onto the pitch. Walter Baumann had raced to the podium and was the tallest of the six ballboys. "You take this umbrella and don't leave the President's side", said an official. "I honestly can't remember who it was."

It was an amusing sight: with his cap, horn-rimmed glasses and enormous umbrella, the 14-year old stood there staring, making sure the FIFA President, Jules Rimet, stayed dry. "I didn't say a word, I just stood there and watched as the players walked past and Mr Rimet handed them their medals before presenting the trophy to Fritz Walter."

The ceremony lasted barely ten minutes. No music and no speeches. The celebrations did not begin until the German captain lifted the 3.8 kg trophy, which was named after Jules Rimet. "In this day and age, I would have had a digital camera with me and taken a few pictures, but they didn't exist in those days", smiles Baumann, now aged 65.

That Sunday evening, they gave him a pennant, signed by the winning team, as a souvenir. "But as the

years passed, I lost it. I have nothing left from those days, not even my tracksuit." Only a few newspaper cuttings and pictures of the presentation ceremony. In the foreground is Jules Rimet, a grey-haired, elderly man, bent forwards, with a 14-year old boy standing next to him with a huge black umbrella and a strange-looking woollen cap. In front of them, looking upwards, are the players, from Walter to Rahn. An image that travelled right across the world. An image that has remained etched in Walter Baumann's memory for more than 50 years.



Walter and his brother Fred drink a toast to being in the right place at the right time in 1954.

Image: Foto-Net



As in Portugal, the aim is to combine precise information with a clear event personality.

Image: UEFA

Signage

This is one of the other important elements tucked away under the Venue Management umbrella. In this context, 'signage' can be best defined as anything that is not printed on paper. There are two basic kinds: one is identifying areas clearly and to point the visitor in the right direction towards the facilities or seat he or she needs to locate. There's nothing worse for supporters than to find themselves struggling against the flow because of lack of clear information about which route to take into or around the stadium. In point of fact, this can also generate security concerns which need to be avoided.

The other type of signage is dressing or decoration. In practical terms, this is less important for the visitor but extremely important in creating a recognisable event atmosphere and identity. The aim is to make everybody aware that they are unmistakably at a UEFA EURO 2008™ venue, whether it's Klagenfurt, Geneva, Salzburg or Zürich, and to help everyone to feel part of the European Championship experience. The aim for that sort of decorative signage is for the stadia to be showcases for the event and for the brand.

"We carried out a tender process and had a lot of interest," Colin Smith reports. "Seventeen companies from all over Europe

were interested. We whittled it down to a short-list of three and we're currently finalising which company we would like to appoint. The contract for UEFA EURO 2008™ signage will, for the first time, also embrace the signage for all our EUROTOP events, including the finals of the Under-21, Women's and Futsal Championships. The same supplier will cover all these events to make sure we have consistency of signage, consistency of quality, consistency in the materials used and consistency in terms of the people doing the work. This should lead to higher overall levels of quality and also allow UEFA to benefit from the inherent synergies. We are currently engaged in recruiting a Signage Manager who could be on board by the autumn of this year in order to co-ordinate with the appointed supplier and put together all necessary planning for upcoming events to make sure all the different needs are met."



Draw statistics

More than six million people watched the draw on television. The highest viewing figures were in Austria (40% market share), as well as Germany (11.1%) and the Netherlands (18.8%), with around one million viewers each. In Switzerland, an average of 120,000 people tuned in, with French-language channel TSR achieving the largest market share of the three language regions (20%).

Media representatives from 39 different countries: 161 TV rights-holders (31 broadcasters on site, 21 ENG crews), 29 radio rights-holders (25 broadcasters), 52 host broadcaster staff, 178 written press representatives, 31 photographers, 47 non-rights-holders.



Swiss fever

According to a survey commissioned by the ministry of sport and conducted by the leisure and tourism institute in Berne, 86% of the Swiss population believe that EURO 2008 is a great opportunity to improve the country's image abroad. 88% are convinced that the tournament will boost young people's interest in football, while 54% think there will be financial benefits. Almost half the Swiss population would like to watch at least one EURO 2008 match live.



Andreas Herzog and Friedrich Stickler – sporting an extravagant scarf – hold the tape as Grete Laska, vice-mayor of Vienna, cuts it...

Image: GEPA Pictures

Hospitality

This is another huge area within Venue Management and, basically, covers anything that is eaten or drunk at a stadium that is not served via a public concession – which also forms part of the Venue Management spectrum.

Some of the operations require extremely detailed planning and co-ordination, such as the sponsor hospitality programme and the corporate hospitality programme which includes the sale of tickets as part of a package in order to invite guests or stakeholders to experience the European Football Championship on site.

The other areas range from the VIP hospitality offered to guests at each match to the more simple yet equally important catering aspects for groups such as media, volunteers and staff, who might just feel the need to eat and drink something during a four-week period! All of that is under the hospitality umbrella carried by Brigitte Loureiro, the Hospitality Manager.



One of the challenges is to offer optimal hospitality areas to guests at UEFA EURO 2008™.

Image: GEPA Pictures

"In Portugal we managed the majority of the hospitality programme in-house," Colin Smith recalls. "We outsourced the production of different hospitality elements but we managed the concept, designs and implementation of all hospitality elements directly. This included the sale of the corporate hospitality programme. This time we are looking at different options and evaluating whether we use the same strategy or whether we increase the out-sourced component. We will carry out a public tender for that in September of this year with a view to moving on to sales in the Spring of 2007."



Austria on the ball

On 2 March 2006, the Austrian Football Association launched a project designed to further increase public interest in EURO 2008. "2008 – Austria on the Ball" is meant to be a platform for artistic, cultural and social projects, with the aim of promoting the European Championship finals. Its patrons are federal president Heinz Fischer and chancellor Wolfgang Schüssel. Former vice-chancellor Susanne Riess-Passer, who is in charge of the project, said, "We want summer 2008 to be a celebration for the whole of Austria."



60 employees from 11 countries

Euro 2008 SA now has 60 full-time employees, 50 at its Nyon headquarters and five at each of the tournament offices in Vienna and Berne. The average age is 36 (the youngest employee is 21, the oldest 61). Another 240 full-time jobs will be advertised between now and summer 2008: 30 more in 2006, 90 in 2007 and around 120 in 2008. If you are interested in working for Euro 2008 SA, visit www.euro2008.com/jobs



The EURO legends: **Luís Suárez**

“El arquitecto”

“There was only one player with a lot of international experience – me!” Luís Suárez, looking back at the Spanish team that became the second champion of Europe in 1964, can only believe that the public played a decisive role in propelling his side to success during the final played in Madrid.

“Don’t get me wrong, because it was a good team. But it was probably not the best we had in that era. In the 1960 European Championship – when we weren’t given permission to travel to the Soviet Union – and the 1962 World Cup we had great players like Kubala, Di Stéfano, Gento and Puskás. But we achieved nothing. In 1964, we had a compact team, formed by players who understood and complemented each other very well – partly because we came from very few clubs. We were a team rather than a selection of top players. I was the oldest and I was playing in Italy. I think my experience helped but the public helped even more.”



Luís Suárez, in the centre of the front row, keeps his feet – and his hands – on the ground after Spain’s triumph in Madrid in 1964.

Image: L’Equipe

Home advantage was undoubtedly a factor, but Luís Suárez understates his own importance. “We were a good unit,” recalls his team-mate Jesús ‘Chus’ Pereda, “but we were lucky to have ‘Luisito’ Suárez directing our orchestra.” Alfredo Di Stéfano, sidelined by FIFA’s ruling that players who had represented other countries were no longer eligible, dubbed Suárez ‘el arquitecto’ adding that he was an architect with a highly developed sense of geometry.

Suárez was the classic inside-left. Slight of build, nimble and elusive, he had skill, vision and a scoring touch. Born in La Coruña on 2 May 1935, he started at Deportivo’s nursery team, Fabril, and his first division debut was retarded by the Spanish regulations of the time. Nobody under 18 was eligible to play. The result was that he wore the Deportivo shirt for only a few months. FC Barcelona had been monitoring his progress and a few games in the top division were enough to convince them. He headed for Catalonia in 1953 and won two leagues, two cups and two Fairs Cups before moving to Helenio Herrera’s FC Internazionale in 1961 and going on to win three leagues, become champion of Europe twice and, on both occasions, going on to take the intercontinental title. In 1960, he became the first and only Spanish player to be elected European Footballer of the Year.

As the most experienced player in the 1964 side, the ‘architect’ had to roll up his sleeves and get on with some hard work.

Image: L’Equipe



Luís Suárez, silver-medallist when FC Barcelona were beaten 3-2 by SL Benfica in the 1961 Champion Clubs’ Cup final.

Image: Tim Hall / Empics



But emigrating to Italy restricted his career in the Spanish national team to 32 games, in which he scored 14 goals. During the qualifying phase of the 1962-64 European Championship, he and fellow emigrant Luís Del Sol were used in small doses. They were summoned urgently to Belfast after Northern Ireland had held Spain to a 1-1 draw in Madrid but were regarded as surplus to requirements when a 7-1 aggregate drubbing of the Republic of Ireland sealed a place in the final tournament, played in Barcelona and Madrid.

The first opponent was a Hungarian side that had put out the East Germans and the French en route to Spain – and the hosts needed extra-time to clinch a 2-1 win and a place in the final against a Soviet side that expended much less energy while beating Denmark 3-0 in Barcelona.

The Soviet team looked awesome enough for the Spanish coach, former soldier José Villalonga, to spend time convincing his players they could be beaten. He took his squad to a hotel some 50km outside the capital, surrounded by pine forest. On the morning of the final, he took his players for a walk and, scratching the outline of a pitch in the sand, set out some pine-cones to illustrate the Soviet game-plan. He then did the same for the Spanish team – but using stones instead of pine-cones. His playing strategy was based on man-marking at the back and Suárez's creativity in midfield. But his psychological strategy was to convince his team that stones were stronger than pine-cones. The Spaniards headed for the Bernabéu stadium convinced that they could beat the defending champions.

"My main memory of the final is the atmosphere," Luís Suárez recalls. "The Bernabéu was full. They didn't put seating in until the 1982 World Cup, so the capacity was much greater than it is now. Maybe there had been a bit of over-confidence when the tournament started but when the public saw how much we suffered to beat Hungary 2-1 in the semi-final, they knew they had to get behind us against the champions in the final. In those days, Russia had a very good team indeed and they had Lev Yashin in goal. He seemed a bit awesome because he was tall and wore an all-black strip which, at that time, had never been seen. We received hardly any news out of Russia in those days, so a sort of myth was created around him. He had a good performance against us, but he couldn't do anything about the goals."

Suárez took only six minutes to make his presence felt. A run took him clear on the right and, as the scorer 'Chus' Pereda remembers "the two Russian 'towers' went up for the cross. As I was a midget in comparison, I made out that I was going to jump but didn't. The first 'tower' missed it and the second one



Luís Suárez wearing the blue-and-maroon strip of FC Barcelona in the days when carrying loops were threaded into lace-up footballs.

Image: Don Morley / Empics

clattered into him as he jumped. The result was a nice ball for the midget. I remembered I'd got Lev Yashin in front of me and I hit the ball with so much force that the follow-through made me fall over backwards."

Pereda and his team-mates fell over backwards again when the Soviets equalised within two minutes through Galimsian Khusainov. With Suárez pulling the strings, the hosts bounced back to control the game but struggled to find routes through a packed defence. It wasn't until seven minutes from time, when another gruelling half-hour of extra-time seemed on the cards, that the fervent fans got what they wanted. Pereda crossed from the right and Marcelino's diving header squeezed in at the post.

Luís Suárez played on in Italy for another ten years before embarking on a coaching career that included 27 games and the 1990 World Cup finals at the helm of the Spanish national team. But when he was hailed as the hero of the epic victory at the Bernabéu in 1964, neither he nor any of the fans who packed into the stadium on that sweltering June afternoon would have predicted that, over 40 years later, Spain would still be waiting to lift, for a second time, the trophy won by the little director and his hard-working orchestra.

Two in the same boat

They are known as volunteers. People with a heart for football. They are prepared to work for nothing just so that they can be there. They will fulfil a wide range of roles, from media assistants to welcome hostesses, from VIP chauffeurs to office staff. There will be around 2,500 of them at UEFA EURO 2008™. At the qualifying draw for the 2008 European Football Championship in Montreux at the end of January, 120 volunteers helped out. People like you and me. The youngest was 18, the oldest 73.

"Fortunately, there are no age restrictions for volunteers," smiles retired policeman Arthur Pralong, giving the thumbs-up. The father of two retired 16 years ago.

Since retiring, he has worked as a driver for the International Olympic Committee. Once or twice a month, depending on when he is needed. The IOC likes to use ex-policemen as VIP chauffeurs. The advantages are obvious: they have an impeccable reputation, follow the Highway Code meticulously and radiate a certain calmness. These qualities are appreciated by IOC officials and important passengers alike.

For the past 16 years, Arthur Pralong has been driving for the IOC in Switzerland and abroad without a single accident. His passengers have included such sporting icons as Franz Beckenbauer and Pelé.

For the EURO 2008 qualifying round draw in Montreux at the end of January, Mr Pralong was paid CHF 50 for driving for UEFA. He was the oldest of the 120 volunteers. For two days, the pensioner drove a Hyundai bus back and forth between Geneva airport and the congress centre in Montreux. He received a rucksack as a souvenir. And a handshake from passenger Michel Platini.

"It was worth it," insists the retired policeman. His highlight? "I was supposed to drive a couple of journalists to Lausanne the day before the draw, but they did not come". So he was allowed to watch the dress rehearsal. A front row seat with an unobstructed view of presenter



Age before beauty? Arthur Pralong, 73, is in the driving seat. Christina Neubrand is barely old enough to hold a driving licence ...

Image: Martial Fragnière / Euro 2008 SA

Jacques Deschenaux, UEFA President Lennart Johansson and the tournament ambassadors Andreas Herzog and Stéphane Chapuisat. "It was fascinating," he enthuses. "I will apply for EURO 2008 again."

When Arthur Pralong left the police force 16 years ago, Christina Neubrand was all of two years old. Now she is 18 and hopes to attend the prestigious hotel management college in Lausanne, where successful applicants need to have relevant experience on their CV. The more the better. "I worked at the Palace Hotel in Montreux for a few weeks," she says. Not bad, but nothing to write home about either. So Christina, who was born in Germany and now lives in Blonay, above Montreux, applied to help out with the EURO 2008 qualifying draw. She was invited to join the office staff at the operations centre, where she sorted welcome bags and entrance tickets, prepared envelopes, sent final confirmation faxes, answered the phone and provided stressed colleagues with a few sandwiches. "I was nervous and didn't know what to expect," she says. But the nerves soon evaporated. "Everyone was on first-name terms with me right from the start, which helped me to feel integrated and meant I wasn't afraid to ask questions when necessary".

Christina's previous experience of events such as this came from watching them on television. "Only by attending such an event in person do you get an idea of what it is actually like and everything that it involves. TV production, catering, stage construction, etc.". She initially thought it would be a small event behind closed doors. Only afterwards did she realise that more than 120 volunteers such as herself had been involved. She also has already resolved to be part of the European Championship final

round. By then, she should be a student at the hotel management college. Practical experience can certainly do no harm, as Christina's work in Montreux has shown.

Frequently Asked Questions about the UEFA EURO 2008™ volunteer programme

Where can I get information about the volunteer programme?

All essential information about the volunteer programme will be posted on the website www.euro2008.com from spring 2007.

Can anyone apply?

Yes, anyone who will be over 18 years old on 1 June 2008 can apply.

How can I apply?

Applications will have to be submitted via the Internet using the on-line application form.

What jobs can I apply for?

There are various categories which people can apply for: media, accreditation, IT and telecommunications, fan services, marketing, volunteer organisation, transport and traffic control, VIP assistance. The actual jobs will then be allocated on the basis of the applicants' qualifications, availability and particular areas of interest.

When can I apply?

Applications can be made from the beginning of August 2007. Unfortunately, applications cannot be submitted before then.



Arthur Pralong

Image: Martial Fagnière / Euro 2008 SA



Christina Neubrand

Image: Martial Fagnière / Euro 2008 SA

Looking for the best deal

Laurent Scharapan, CEO International of the TV and marketing rights agency SPORTFIVE, is responsible for the sale of television rights for UEFA EURO 2008™. Negotiations began last November and the 44-year-old Frenchman hopes to conclude deals for all European markets by the end of 2007.

What exactly does SPORTFIVE do?

"We are an international sports rights agency with a staff of 400. Most of our clients are from the world of football. We represent more than 30 associations and 270 clubs."



Laurent Scharapan, Chief Executive of SPORTFIVE, Philippe Le Floch, UEFA's Marketing and Media Rights Director and Euro 2008 SA's Chief Operations Officer, Martin Kallen ... with the new European Football Championship trophy



The ultimate aim is to build on the audience of 7.9 billion viewers who watched UEFA EURO 2004™ on television.

Image: Foto-Net



Image: Philippe Woods / UEFA



Number one in Europe

SPORTFIVE was founded in 2001, when three sports marketing agencies merged. It has a staff of around 400. The company is the European market leader for television and marketing rights. It is owned by Advent International, the RTL Group, Goldman Sachs and the management of SPORTFIVE. Clients include the Italian Serie A, the Spanish Primera División, 30 football associations (such as England, France and the Netherlands) and more than 270 clubs (Juventus, Olympique Lyonnais, AS Monaco FC, Hamburger SV, BV Borussia Dortmund, to name just a few). The company is also active outside football and markets, for example, the Klitschko brothers.

TV rights usually cost millions. Do you have to be a particularly tough negotiator in order to be successful?

"I consider our main role to be an advisory one. We evaluate, offer advice and, finally, conduct the negotiations. Of course, money is involved, but quality, rather than money, is the most important thing..."

What do you mean by quality?

"Look at the figures from the last European Football Championship: a cumulative TV audience of 7.9 billion watched the 31 matches; around 28,000 hours were broadcast in more than 200 countries worldwide. These are undoubtedly impressive figures which are helpful when we sell the rights. But if you asked me what impressed me most about Portugal, I would mention a completely different set of facts..."

... for example?

"In large markets such as Italy, Germany, France and England, viewing figures remained high even after the early exit of their respective national teams. That says a lot for the European Championship as a "TV product"."

How difficult or easy is it, in general, to sell EURO 2008?

"It is hard work getting the best deal in terms of quality in every single market. But, generally speaking, the starting position could hardly be better. We never hear the words "We're not interested" or "The product does not fit into our strategy". EURO 2008 is a must-have for TV companies. Only very few events enjoy this luxury."

If all goes to plan, your negotiations should be concluded by the end of 2007. That means you will have completed most of your work and can sit back and look forward to the finals – is that right?

"Once a contract has been signed, we have to organise the partnership between UEFA and the TV companies. And as soon as the tournament starts, we monitor the broadcasts in detail. In other words, we control UEFA's quality standards. A European Championship is a bit like a film. In the end, what counts is whether the audience was gripped by the story. If it was, then UEFA are happy and so, of course, are we."



Want to be inside EURO?

How many people would like to see UEFA EURO 2008™ from the inside? The question is far from academic. It's no secret that the recruitment of personnel will progress steadily in crescendo as the final tournament approaches. But who do we recruit? And how do we recruit them?

The answer to the first question is, quite simply, the best person available for the job, given that quality is the keyword of UEFA EURO 2008™. As for the second, the most direct route is via the website www.euro2008.com/jobs. This is a powerful recruiting tool, as it allows direct contact with the football family.

Some 30 people will be added to the staff during the remainder of 2006 and there'll be 90 vacancies to be filled during 2007. The opening months of 2008 will register a final surge in the run-up to the final tournament, when 120 positions will become available, bringing the total number of staff to around the 300 mark. All the contracts have a limited time-span, finishing during the months after the Final Tournament in 2008.

The application procedure is easy. At the time of writing, eight important vacancies were waiting to be filled: a Signage Manager; a Technical Stadium Manager; a Volunteer Coordinator for Austria; a Management Assistant; a TV and Media Venue Manager for Switzerland; and three important posts related to Ticketing – a Public Sales Manager, a Customer Services Coordinator and a Venue Coordinator.



The staff of Euro 2008 SA... one year ago.

Image: Graham Peaker

Clicking on any of them will bring up a job description based on location, tasks and responsibilities and the prime requirements for the post. Language skills are relevant, with English a priority and German often a prime requisite. Candidates are invited to complete an electronic c/v – which should take about 10 minutes or so – and when the application has been sent, the response will be an automatic acknowledgement that it has

been received. The application is then stored in a database. HR Euro 2008 SA will personally contact applicants who are of immediate interest or later on if appropriate vacancies should have arisen.

Publisher Euro 2008 SA
Headquarters
Route de St-Cergue 9
CH-1260 Nyon 1
Switzerland
Tel: +41 (0) 848 00 2008
Fax: +41 (0) 848 01 2008
www.euro2008.com
info@euro2008.com

Media Contact Tel: +41 (0) 22 707 2001
Fax: +41 (0) 22 707 2002
media@euro2008.com

Editor Frits Ahlstrøm

Project Co-ordinator Liselotte Kallen

Writers Wolfgang Eichler / Graham Turner /
Pascale Vögeli

Translation UEFA Language Services

Design The Works Ltd. / Leeds (England)

Layout / Setting team2graphics / Helsingør (Denmark)

Printing ATAR Roto Press SA / Vernier (Switzerland)

Euro 2008 SA
Tournament Office Austria
Ernst-Happel-Stadion
Sektor B
Meiereistrasse 7
AT-1020 Vienna
Austria
Tel: +43 (0) 1 729 2008 0
Fax: +43 (0) 1 729 2008 10

Euro 2008 SA
Tournament Office Switzerland
Nussbaumerstrasse 21
PO Box 186
CH-3000 Berne 22
Switzerland

Tel: +41 (0) 848 00 2008
Fax: +41 (0) 848 707 2166



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