REPORT OF THE PRESIDENT AND EXECUTIVE COMMITTEE
UEFA ADMINISTRATION REPORT
2007/08
XXXIII Ordinary UEFA Congress
Copenhagen, Denmark, March 2009
PART I: Report of the President and Executive Committee

Summary

Competitions

Meetings

Relations with the European Union and other public authorities

Composition

The Committees

PART II: UEFA Administration Report

Introduction

National Associations

Competitions

Football Development

Governance and Legal Affairs

Communications

Marketing

Commercial

Finance

Services

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

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

The results of the elections, held in Nyon in May 2008, were also presented. Among the new Executive Committee members were representatives of the national associations. After his inauguration, the President, in common with other officials, met the newly elected representatives of the national associations to discuss with them the main issues affecting European football.

During the period covered by this report, the action of UEFA as the body capable of representing European clubs and defending their interests, grew in strength with the disbanding of the so-called G14 and the withdrawal of various clubs pending with civil courts. Another vital step – the release of players for national team matches – was also successfully achieved for the benefit of the European football family as a whole.

The importance of the European Championship final round is such that enormous attention is paid to preparations for the event. For this reason, EURO 2008, which was held in Austria and Switzerland, was the main event of the 2007/08 season. The Executive Committee closely monitored the whole preparatory phase. The President and members attended numerous matches, promotional events, inaugurations and other events.

The resounding success of the tournament not only rewarded all the effort put in by the organisers, but also underlined, once again, the extraordinary popularity of international football. The European Championship also provided opportunities to strengthen links with top-level politicians. In addition, the Executive Committee’s decisions in the areas that support for the national associations through the HatTrick II programme will continue for the next few years.

An agreement was also signed between UEFA and FIFPro Europe in October 2007, chaired by Executive Committee members, UEFA committees fully played their part by supporting the Executive Committee, which benefited from their detailed work. Their opinions and proposals were included in reports brought to the meetings of the Executive Committee, allowing it to take decisions with the benefit of member recommendations. Committee weeks were introduced, during which two committee meetings were held each day at UEFA headquarters in Nyon. The expert panels also had the opportunity to discuss the Executive Committee’s work. The national associations are represented within these bodies by their most senior officials, giving them greater involvement in UEFA’s work and activities.
club competitions will enter a new three-season cycle in 2009, with a revised format. Also, dialogue and the exchange of ideas chosen as means of reaching a solution as far as possible, took all interests into account, without ever losing sight of the general interest and the pre-eminence of the sporting event. The Executive Committee adopted the club competitions format at its meeting in May at the end of 2007, opening the UEFA Champions League to representatives of more national associations while retaining the elements are crucial to its success. Furthermore, the final will be played on a Saturday evening rather than a Wednesday, a switch that should enable more children and families to attend, as well as ensuring that the match marks the conclusion of a week-long football festival.

As regards the UEFA Cup, at their meeting on 25/26 September 2008, the Executive Committee agreed a change of name to the UEFA Europa League and chose the format of 12 groups of four teams, with centralised marketing of media rights for the group stage and fully centralised setting of the knockout phase. The Executive Committee also decided to stick with the principle of clubs linking the UEFA Champions League with the new UEFA Europa League, while allowing clubs eliminated in the Champions League second and third qualifying rounds to enter the new competition. Finally, the UEFA Super Cup will continue to be played in Monaco until at least 2011 and will, from now on, be marketed with the UEFA Champions League rather than the UEFA Cup.
The Executive Committee met six times during the reporting period. On each occasion, it reviewed the committees’ activities, discussed their recommendations and resolved matters such as the adoption of the 2008 draw procedure, the proposal for a ranking system for the draw for the 2010 World Cup qualifying competition, and the partnership agreement with the International Committee of the Red Cross at EURO 2008.

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

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

Summary of meetings:

26 September 2007 in Istanbul
- Adoption of EURO 2008 draw procedure
- Proposal for ranking system for the draw for the 2010 World Cup qualifying competition
- Partnership agreement with the International Committee of the Red Cross at EURO 2008
- Payment of a subsidy of CHF 1 million to the Hellenic Football Federation to fund the reconstruction of infrastructures damaged by fire
- Amendment of dates for the final round of the 2009 European Under-21 Championship
- Approval of the regulations of the inaugural European Under-21 Futsal Tournament
- Support for the principle of an insurance fund in case of player injuries during EURO 2008

30 November – 1 December 2007 in Lucerne
- Approval of the new club competitions format for 2009-12
- UEFA Champions League final moved to Saturday from 2010
- Approval of the agreement with the new European Club Association (ECA)
- Hungarian Football Federation selected to host the final round of the 2009/10 European Futsal Championship
- Football Union of Russia named as hosts of the final round of the inaugural European Under-21 Futsal Tournament
- FC Dinamo Moskva appointed as hosts of the final round of the 2008 Futsal Cup
- Adoption of new UEFA Anti-Doping Regulations
- Approval of mandatory full cardiological screening for all players at EURO 2008
- Approval of the creation of a bureau for the HatTrick Committee
- Appointment of the Danish Football Association as hosts of the 2009 Ordinary UEFA Congress
- Approval of a draft memorandum of understanding with the Alliance of European Football Coaches’ Associations
- Agreement in principle to the use of giant screens in EURO 2008 stadiums for the broadcast of match action
- Acceptance of the national associations of Austria, Denmark and the Republic of Ireland to the UEFA Convention on Referee Education and Organisation
29-30 January 2008 in Zagreb

- Approval of guidelines on the use of giant screens in EURO 2008 stadiums
- Approval of a new technical development programme designed to facilitate the exchange of knowledge between national association coaches
- Approval of the addition to the UEFA Grassroots Charter of the national associations of Andorra, Austria, Belarus, Faroe Islands, Iceland, Latvia, Liechtenstein, Moldova and Sweden (1 star) and Finland and Ukraine (5 stars)
- Admission of the national associations of Azerbaijan, Belarus and Moldova to the UEFA Convention on the Mutual Recognition of Coaching Qualifications (level A)
- Approval of the Regulations of the UEFA Regions’ Cup 2008/09
- Approval of the memorandum of understanding with the ECA

28 March 2008 in Vaduz

- Selection of the Santiago Bernabeu stadium in Madrid to host the 2010 UEFA Champions League final and of the Arena Hamburg to host the 2010 UEFA Cup final
- Decision to continue staging the UEFA Super Cup at the Stade Louis II in Monaco until at least 2011
- Selection of the French Football Federation as host of the 2009/10 European Under-19 Championship final round
- Selection of Nyon as the venue of the final round of the European Women’s Under-17 Championship in 2008 and 2009, to be organised by the UEFA administration
- Approval of a Respect campaign
- Approval of the 2008/09 UEFA club competition regulations
- Adoption of the Regulations of the UEFA Futsal Cup 2008/09
- Approval of the Regulations of the UEFA Women’s Cup 2008/09
- Amendment of the dates of the 2009 European Futsal Championship final round and of the 2009 European Women’s Championship
- Abolition of the division system in the European Women’s Championship
- Adoption of a new policy for trophies awarded to winners of major competitions, which in future will be kept permanently at UEFA’s headquarters

March 2008 in Vaduz

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

19-20 May 2008 in Moscow

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

27 June 2008 in Vienna

- Approval of the document entitled “Safeguarding the heritage and future of team sport in Europe” with a view to addressing the French Presidency of the European Union and the European Commission
It is also worth noting the steps taken in relation to social dialogue between employers and employees, which resulted in the creation of a social dialogue committee for European professional football, chaired by the UEFA President and composed of FIFPro Division Europe on the employees’ side and the ECA and EPFL on the employers’ side.

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

While the Executive Committee continues to do its utmost to ensure that football is able, under law, to fully express its specificity, it is also well aware of football’s social role and is constantly involving UEFA in the fight against racism and all forms of discrimination. In this context, UEFA particularly contributed to a conference against violence in sport, organised in November 2007 by the European Commission in partnership with the Portuguese Presidency of the EU Council and the European Parliament. Furthermore, at the start of the 2007/08 club competition season, the Executive Committee reaffirmed its determination to fight against racism and all forms of discrimination and urged referees and delegates to take a hard line in this area. It expressed the same determination to combat doping, requiring out-of-competition testing and, for the first time, blood tests during EURO 2008. On this theme, the Executive Committee also decided to give financial support to a study that could result in a new anti-doping test involving hormone profiles.

It also worked with the International Committee of the Red Cross to launch a campaign in connection with EURO 2008 to help victims of anti-personnel mines in Afghanistan. UEFA also contributed to other humanitarian projects, an anti-obesity campaign and environment protection initiatives.
The Executive Committee during 2007/08 period:

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

1st Vice-President: Senes Erzik (Turkey), Executive Committee member since 1990

2nd Vice-President: Geoffrey Thompson (England), Executive Committee member since 2000

3rd Vice-President: Ángel María Villar Llona (Spain), Executive Committee member since 1992

4th Vice-President: Gerhard Mayer-Vorfelder (Germany), Executive Committee member since 2000

5th Vice-President: Marios N. Lefkaritis (Cyprus), Executive Committee member since 1996

Members:
Franco Carraro (Italy), joined the Executive Committee in 2004
Viacheslav Koloskov (Russia), joined the Executive Committee in 1994
Gilberto Madaíl (Portugal), joined the Executive Committee in 2007
Joseph Mifsud (Malta), joined the Executive Committee in 1994
Per Ravn Omdal (Norway), joined the Executive Committee in 2007
Mircea Sandu (Romania), joined the Executive Committee in 2007
Mathieu Sprengers (Netherlands †), joined the Executive Committee in 1996
Grigoriy Surkis (Ukraine), joined the Executive Committee in 2007

Co-opted members:
Giangiorgio Spiess (Switzerland)
Friedrich Stickler (Austria)

At the beginning of April 2008, the Executive Committee – and the whole European football family – mourned the death of Mathieu Sprengers, president of the Dutch Football Association and a member of the UEFA Executive Committee since 1996.

At its June meeting, the Executive Committee also thanked its two co-opted members, Giangiorgio Spiess (Switzerland) and Friedrich Stickler (Austria), who had worked closely with the UEFA EURO 2008 organisers and the Executive Committee. Their terms expired at the end of June.
National Team Competitions Committee
Chairman: Gilberto Madaíl
Deputy Chairman: Franco Carraro
1st Vice-Chairman: Lars-Åke Lagrell (Sweden)
2nd Vice-Chairman: Theo Zwanziger (Germany)
3rd Vice-Chairman: Nodar Akhalkatsi (Georgia)
Members: Brian Barwick (England); Harry M. Been (Netherlands); David G. Collins (Wales); Vassilis Gagatsis (Greece); Jacques Lambert (France); Zorislav Srebrić (Croatia); Haluk Ulusoy (Turkey) until 15 February 2008
Co-opted member: Ralph M. Zloczower (Switzerland)
The committee analysed the feasibility of expanding the European Championship to 24 teams, it adopted a new system for the calculation of national association coefficients and prepared the regulations for the EURO 2016 bidding process.
Meetings: 8 November 2007
24 April 2008

Club Competitions Committee
Chairman: Friederich Stickler
1st Vice-Chairman: Karl-Heinz Rummenigge (Germany)
2nd Vice-Chairman: David Gill (England)
3rd Vice-Chairman: Ramón Calderón Ramos (Spain)
Members: Jean Gaspart (Spain); Umberto Gandini (Italy); Evgeniy Giner (Russia); Sune Hellström (Sweden); Niels Christian Holmstrøm (Denmark); Peter Kenyon (England); John McClelland (Scotland); Lourenço Pereira Coelho (Portugal); Roger Vanden Stock (Belgium); Damir Vrbanić (Croatia)
Preparations were made for all aspects of the 2009-12 UEFA club competition cycle, including the new format, new access list and technical aspects. The committee also examined the bids for the 2011 and 2012 finals and carried out a strategic analysis aimed at enhancing the value of the competitions.
Meetings: 31 August 2007
27 February 2008

Youth and Amateur Football Committee
Chairman: Viacheslav Koloskov
Deputy Chairman: Gilberto Madaíl
1st Vice-Chairman: Jim Boyce (Northern Ireland)
2nd Vice-Chairman: Ruben Hayrapetyan (Armenia)
3rd Vice-Chairman: Aivar Pohlak (Estonia)
Members: Tugomir Frajman (Slovenia); Philip Gartside (England); Evgeniy Giner (Russia); Sune Hellström (Sweden); Niels Christian Holmstrøm (Denmark); Peter Kenyon (England); John McClelland (Scotland); Lourenço Pereira Coelho (Portugal); Roger Vanden Stock (Belgium); Damir Vrbanić (Croatia);
Co-opted members: Jean-Pierre Escalettes (France); Susanne Erlandsson (Sweden); Aleksandra Nikolovska (FYR Macedonia)
The committee prepared the regulations and monitored the organisation of the men’s and women’s Under-17 and Under-19 competitions. It noted the success of the Under-17 girls competition by the UEFA administration in Nyon. The ninth UEFA Elite Youth Football Conference was held in Cannes in November 2007.
Meeting: 26 February 2008
The committee reviewed the preparation of beach soccer in Europe.

Meetings: 4 September 2007
6 November 2007
25 February 2008

**Trick Committee**

Chairman: Gerhard Mayer-Vorfelder

Vice-Chairman: František Laurinec (Slovakia)

Vice-Chairman: Liutauras Varanavičius (Lithuania)

Vice-Chairman: Costakis Koutsokournnisis (Cyprus)

Meetings: 6 November 2007
24 April 2008

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

Meetings: 27 February 2008

**Club Licensing Committee**

Chairman: Giangiorgio Spiess

1st Vice-Chairman: Peter Rees (Wales)

2nd Vice-Chairman: Hagni i Storštuovu (Faroe Islands), appointed in place of Öli Holm (Faroe Islands), who stepped down on 1 March 2008

3rd Vice-Chairman: Leonid Dmitranitsa (Belarus)

Members: Marco Brunelli (Italy); Volodymyr Chornyi-Ivanov (Ukraine); Eduard Dervishaj (Spain); Ljudvik Georgsson (Iceland); Alex Horne (England); Jacques Lagrier (France); Ernst Ravnas (Norway); Ivančica Sudac (Croatia); Aleš Zavrčnik (Slovenia)

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

Meeting: 27 February 2008

**Medical Committee**

Chairman: Dr Michel D’Hooghe

Deputy Chairman: Dr Viacheslav Koloskov

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

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

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

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

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

Meetings: 6 November 2007
22 April 2008

**Stadium and Security Committee**

Chairman: Senes Erzik

Deputy Chairman: Grigory Surkis

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

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

3rd Vice-Chairman: Geir Thorsteinsson (Iceland)

Members: Andrea Akkolides (Cyprus); Vladimir Aleshin (Russia); Ivan Cuskovic (Serbia); Theodore Giannikos (Greece); Peter Gillieron (Switzerland); Teuvo Holopainen (Finland); Dane Jodt (Sweden); Odile Lancelau (France); Ivan Borissov Lakov (Bulgaria); Karel Vertongen (Belgium)

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

Meetings: 5 November 2007
22 April 2008

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

Meetings: 9 November 2007
25 April 2008

**Development and Technical Assistance Committee**

Chairman: Per Ravn Omdal

Vice-Chairman: Franz Beckenbauer

Vice-Chairman: Zvezdan Terzić (Serbia)

Vice-Chairman: István Kistelei (Hungary)

Vice-Chairman: Paul Philipp (Luxembourg)

Members: Trevor Brooking (England); Iljo Čorović (Bosnia-Herzegovina); Jerzy Engel (Poland); Janis Mežeks (Latvia); Šukl Mikuladž (Faroe Islands); Campbell Ogilvie (Scotland); Anton Ondruš (Slovakia); Mordechai Shpigler (Israel); Raimondas Stakleinavičius (Lithuania)

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

Meetings: 8 November 2007
24 April 2008

The committee reviewed the implementation of the KISS (Knowledge and Information Sharing Scenario) exchange programme.

Meetings: 9 November 2007
25 April 2008

The committee reviewed the development of beach soccer in Europe.

Meetings: 4 September 2007
6 November 2007
25 February 2008

The committee reviewed the preparation of beach soccer in Europe.

Meetings: 4 September 2007
6 November 2007
25 February 2008
Chairman: Mircea Sandu
Deputy Chairman: Michel D’Hooghe
1st Vice-Chairman: Michel Dumoulin (Belgium)
2nd Vice-Chairman: François de Keersmaecker (Belgium)
3rd Vice-Chairman: Fernand Duchaussoy (France)

Fair Play and Social Responsibility Committee
Chairman: Seres Ezik
Deputy Chairman: Per Ravn Omdal
1st Vice-Chairman: Rudi Zavr! (Slovenia)
2nd Vice-Chairman: Elkhan Mammadov (Azerbaijan)
3rd Vice-Chairman: Fernand Duchaussoy (France)

Football Committee
Chairman: Franz Beckenbauer (Germany)
Deputy Chairman: Mircea Sandu (Romania)
1st Vice-Chairman: Pavel Cebanu (Moldova)
2nd Vice-Chairman: Dejan Savicević (Montenegro)

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

Meeting: 28 February 2008
2007/08 was the first full season under the newly elected UEFA President, Michel Platini, and the first for the UEFA administration in its new organisational set-up. In November 2007, UEFA Media Technologies was included on the same basis, as a UEFA affiliate.

The year of the final round of the 2006-08 UEFA European Football Championship was a special one in that much of the work done by the administration throughout the year reflected this. The changes to the access list and the centralisation of the third qualifying round of the UEFA Champions League, plus the transformation of the UEFA Cup into the UEFA Europa League, were all part of this project until the 2009/10 season.

The pages that follow provide a full report of the administration’s work during the 12-month period from July 2007 to June 2008 and follow the direction set by the UEFA President and the decisions taken by the UEFA Executive Committee.
The year under review saw several landmarks, including the conclusion of the first quadrennial HatTrick investment programme, finalisation of a benchmarking report on the roles and responsibilities of visiting stewards at international football matches, and the reorganisation of the Refereeing Unit from National Associations to Football Development and the Club Licensing Unit joining the National Associations Division. Prior to this, the Referees Committee had filmed and immediately analysed matches, considering this a good way to improve performance.
UEFA’s Top Executive Programme (TEP) concluded its 2007 series of eight round tables involving the presidents and general secretaries of 46 UEFA member associations. The round tables were aimed at enabling leaders to share their experiences and discuss how they could be implemented in their respective associations. As a result of the round tables, a set of recommendations was agreed upon to improve governance across the European football landscape.

HatTrick investment programme

Following the conclusion of HatTrick I, HatTrick II season officially kicked off immediately following the year-end, on 1 July 2008, with many national associations already showing an interest in applying for projects. Under four months before the end of the quadrrennial programme on 30 June 2008, its achievements were encouraging, with the vast majority of approved funds paid out under both investment and mini-pitch programmes. In a few cases where an association has not used current funds to a project, it will be able to “roll over” unused HatTrick funds from the 2004-08 to the 2008-12 season.

By the end of June, the KISS (Knowledge and Information Sharing Scenario) programme had reached the end of its first phase, with about 35 seminars and workshops organised over two and a half years. More importantly, a network of experts has been created including a large number of members of national associations who are located in communities dedicated to undertaking projects together and developing good practice in various fields related to football management. Early 2008, a new phase began, with an emphasis on distance learning.
Benchmarking

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

Stadium and Security

In preparation for UEFA’s 2008/09 club competition season, 53 stadiums in 21 countries were inspected. The Stadium and Security Unit also provided assistance to several national associations regarding implementation of the new UEFA Stadium Infrastructure and Safety and Security Regulations. It established a draft policy for the use of football halls for UEFA competitions. As part of the pan-European safety and security working programme led by an EU experts’ group, the unit contributed to the establishment of a draft policy specifying the roles and responsibilities of visiting stewards at international football matches. The working programme was approved by the EU’s Council of Ministers in December 2007. The unit also recruited eight senior police commanders from various European countries to be members of the UEFA security team for UEFA EURO 2008. Finally, it addressed two important security meetings in Italy. The first, at a meeting of the Italian National Observatory on Sports Events in Rome, covered various safety and security aspects related to international football matches; the second concerned stewarding.
The Competitions Division was created this year as one of an extensive series of changes put in place following the Football First organisational review. The division is based on three pillars – the delivery of competitions, the generation of revenue and the delivery of shared services such as human resources and financial management.
The year under review produced some stunning football, culminating in the final round of the UEFA European Football Championship, which took place between 7 and 29 June 2008. The host country – Sweden – was praised as the highest for many years. The standard of tournament organisation was also considered excellent.

In all, more than 1.143 million tickets were sold (similar to UEFA EURO 2004) and there were over 4.2 million Fan Zone visitors. Early indications show that, despite the economic downturn, UEFA’s website had 1.2 billion page views and 105 million visits. There were 61 million visitors in June alone – a four-fold increase over 2004.

In women’s football, Sweden played Denmark in a two-legged play-off for the right to join Germany and Norway in the Women’s Olympic Football Tournament played in Beijing in August 2008. Sweden won the play-off 7-3 on aggregate.

Regarding future competitions, UEFA and UEFA EURO 2012 hosts, Poland and Ukraine, agreed in January on the implementation of three thorough action plans in the areas of domestic preparation, media and public relations. An action plan for anti-racism, discrimination and violence was also agreed. The first meeting of the UEFA EURO 2012 Steering Group took place in Nyon.

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

A study on the future format of the European Championship commissioned by the 2007 Congress was completed, with findings presented at the meeting of the presidents and general secretaries of UEFA’s member associations held in Vienna on 28 June. It showed that the 24-team format (six groups of four) would be the best option, and the UEFA Executive Committee approved it at its meeting in Bordeaux in September.

A new coefficient calculation system for national teams, guaranteeing a more reliable evaluation of teams’ real strength, was approved and entered into force.

A study on the future format of the European Women’s Championship was also completed, with findings presented at the meeting of the presidents and general secretaries of women’s football associations held in Prague on 29 June. It showed that the 16-team format would be the best option, and the UEFA Executive Committee approved it at its meeting in Amsterdam in September.

The study on the future format of the European Championship was also completed, with findings presented at the meeting of the presidents and general secretaries of UEFA’s member associations held in Vienna on 28 June. It showed that the 24-team format (six groups of four) would be the best option, and the UEFA Executive Committee approved it at its meeting in Bordeaux in September.

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

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

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

The 2007/08 season was a significant one for the UEFA Competition Administration Unit, with the addition of two new competitions – the Women’s Under-17 and Futsal Under-21. A total of 1,800 matches were played across Europe. To deal with the ever-growing number of matches, 14 new delegates were introduced.

National associations were successfully provided with access to the FAME software platform (standing for Football Administration and Management Environment) in order to handle match reports and results. Access to the platform was initially limited to selected associations and clubs, with the aim of fully implementing it for all associations and clubs by the 2010/11 season.

Anti-Doping

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

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

In-competition testing programme saw 1,158 players tested, including 722 analyses for EPO. Two positive cases were reported, one concerning the use of norandrosterone (anabolic), which resulted in a two-year ban, and one for cannabis (Under-19 player), resulting in a one-month ban.

Anti-Doping Panel met on 15 April at UEFA headquarters in Nyon. The panel was updated on the longitudinal study under which a targeted group of players in Europe (six teams) will be blood and urine tested four times within one year. The blood and urine parameters obtained for each player will be subject to a scientific study at the WADA-accredited laboratory of Lausanne. The panel insisted on the formal approval of WADA.
A major event by any yardstick was the launch at the UEFA Congress in Zagreb of the UEFA Football Development Study Group Scheme (SGS). Aimed at spreading knowledge, the scheme will have a major impact on the future budget of the division.

At the above-mentioned congress, a memorandum of understanding with the AEFCA (Alliance of European Football Coaches’ Associations) was ratified. The document sets guidelines for cooperation between UEFA and the coaches’ association.

September 2007 brought a significant landmark, with the Coach Education Directors Symposium in London marking the tenth anniversary of the UEFA Coaching Convention. High-profile guests and speakers included Sir Trevor Brooking, Fabio Capello and Gérard Houllier, and the programme culminated with a practical session at the new Wembley. September also saw a gathering of the Elite Club Coaches Forum, coaches hearing from the UEFA President on new UEFA Champions League and UEFA Cup proposals. An Elite Women’s Coaches Forum, attended by 17 top coaches, was held in Nyon in December.
Refereeing

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

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

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

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

In a busy year, Commercial Legal Services concluded over 460 agreements delivering revenue to UEFA in excess of EUR 1.85 billion. These included media, sponsorship, licensing, facilities, and ticketing agreements as well as several agreements in respect of rights to all of UEFA’s competitions, as well as several agreements in respect of the host broadcast arrangements for EURO 2008.

On regulatory matters, this unit pursued, in collaboration with FIFA, appeals before the European Court of First Instance against the European Commission’s decision to include all matches, even matches not involving a home nation, in the free-to-air television list. UEFA continues to have concerns about the legality of these lists.

In addition, the unit continued to take an active role in protecting the commercial interests of UEFA and those of its individual member associations and stakeholders, for example taking action against third parties in the online environment.
Sports Legal Services

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

Professional Football Services

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

It continued its role of dealing with the different families in professional football, such as the clubs (ECA), leagues (EPFL) and players’ unions (FIFPro Europe). A memorandum of understanding with FIFPro Europe was agreed in October 2007, including a detailed operational plan and a definition of the “specificity of sport”. A memorandum of understanding with the European Club Association (ECA) was signed in January 2008, which formed part of the historic agreement whereby the Charleroi case was dropped and the G14 dissolved. A review of the memorandum of understanding with the EPFL (Association of European Professional Football Leagues) began during the year.

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

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

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

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

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

EU and Other Matters

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

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

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

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

EU and Other Matters

Following the adoption of the European Commission’s White Paper on Sport, the work to have the specificity and autonomy of sport better recognised, especially within the European Union, continued. UEFA agreed a common position with the other major European sports federations in this respect, which followed on from a Franco-Dutch governmental memorandum on the specificity of sport finalised in late 2007. Working in coordination with UEFA’s Brussels office, various EU matters were also addressed, including the European Parliament report on the EU White Paper.
In September, the UEFA President wrote to European Union (EU) heads of state and government, as well as their counterparts in the European Economic Area, to draw attention to the urgent threat posed by the proposed new EU Charter of Fundamental Rights. The letter, in particular, highlighted the potential for a new, equal and urgent threat to the European sports model. A number of heads of state immediately voiced their support for the letter.
Brussels Office

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

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

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

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

Corporate and Social Responsibility

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

The first-ever meeting of the UEFA Fair Play and Social Responsibility Committee was held in Nyon on 4 September 2007, chaired by UEFA vice-president Senes Erzik. The Homeless World Cup was held in Copenhagen, Denmark, in July and August 2007, featuring 500 participants from 48 countries (23 of them within UEFA).
The financial outcome is also very positive, with total gross revenue reaching EUR 785m. Net revenue for UEFA (after commission and host broadcasting costs) is up 35% on 2004 (+28% in Europe and +132% ex-Europe).

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

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

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

UEFA Cup

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

Sponsorship rights
Banco Santander and Carlsberg were the partners most active in leveraging the event.
The 2007 UEFA Super Cup, which was produced in HD for the first time, was shown in more than 200 countries and territories and achieved excellent viewing figures in ... for this competition to new heights. The match was played with a Nike ball specifically designed for the occasion.

Under-21 Championship 2007

The review of the 2007 final round showed that it achieved unprecedented exposure, with broadcasters in more than 150 territories providing over 800 hours of TV coverage. ... was undertaken, with activities ranging from fan festivals to the creative “hit squad” idea to support ticket sales.

Broadcast rights

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

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

Sponsorship rights – 2009-12

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

A thorough review of both the UEFA Champions League and UEFA Cup brands has taken place. This will be translated into a new or evolved visual identity of the competitions for the 2009-12 cycle.
UEFA EURO 2008 was where the various elements of the commercial programme all came together in an intense period of marketing, promotional and operational activity. There were many notable achievements.

Corporate hospitality programme income increased five-fold from UEFA EURO 2004. Royalties from the more than 50 product licence agreements signed are expected to total around EUR 15 million. The UEFA EURO 2008 song “Bring en hei” by Baschi got to number one in Switzerland.

The undoubted jewels in the crown of the event promotion programme were, however, the eight official fan zones in the host cities, which offered members of the public the opportunity to be part of the UEFA EURO 2008 experience.
The UEFA EURO 2008 licensing programme represented a significant step up from UEFA EURO 2004 in both quality and turnover. Highlights of the retail licensing programme included the sale of over half a million items in Austria by Billa, the official licensed shop, and estimated total turnover of more than EUR 6.7 million by Intersport, the official sports shop for licensed products. This was above target. In the area of music and entertainment, the mascot songs by Shaggy proved very popular, with “Feel the Rush” reaching number one in Germany.

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

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

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

Highlights of the event promotion programme included a stunning light show, covering the entire Grossmünster building, Swiss light artist Gerry Hofstetter. German and Swiss team shirts decorated the streets of Zurich on the day of the final between Germany and Portugal. The EURO Experience Tour received over 400,000 visitors in its six-month tour of 18 host cities. The 35-metre hot-air balloon trophy either flew or was tethered in all host cities.
UEFA’s financial reporting

The consolidated 2007/08 accounts are presented in a separate report in the same format as last year. The euro is the reporting currency because the lion’s share of UEFA’s revenue and, consequently, the distribution and solidarity payments are recorded in Europe’s single currency.
The year in brief

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

2007/08 was also marked by very volatile currency exchange rates. With the Swiss franc serving as UEFA’s official day-to-day accounting currency, significant non-realised currency exchange losses have to be reported on the balance sheet. UEFA’s currency mix includes euros, pounds sterling, US dollars, and Swiss francs, with all foreign currencies being on the downside compared with the Swiss franc.

Treasury – asset management

All partners honoured their financial obligations on time, with some invoices due after the year-end closing date and the UEFA EURO 2008 final. However, the turbulence on the financial markets also hit some of the banks that UEFA works with, including its main bank. Many meetings took place and external advice was sought to safeguard UEFA’s – i.e. the member associations’ – assets. Following an ad hoc meeting at the end of March involving, on UEFA’s side, the UEFA President, Marius N. Lefkariotis, as chairman of the Finance Committee; Geoffrey Thompson, as a member of the Finance Committee; the UEFA General Secretary, and the director of the Finance Division, the decision was taken to opt for greater diversification by investing the equivalent of EUR 400-450 million in medium-term notes (i.e. tailor-made bonds) issued by banks with top ratings. Portions of EUR 25 million were purchased with as many different banks as possible and maturities scheduled every three months over the next four-year HatTrick period. At the same time, money market investments were reduced.

At the time this report was compiled, it could be confirmed that all of UEFA’s investments had been honoured on time and that the funds still outstanding will be paid up to 20 international banks. UEFA has not invested in shares and therefore cannot suffer at all from the drastic decrease in those values.

Strategic Financial Outlook

In a separate document, UEFA presents a six-year Strategic Financial Outlook, which is updated on a yearly basis. The outlook is used as a management tool to assist with budget and financial planning. This long-term plan is also of benefit to the national associations.
The period under review brought much progress on this important project which should see the new building delivered by the end of March 2010. In November, Botta + Partners were appointed as the external steering firm in Geneva. At the end of the period, UEFA was working hard with the architects to finalise the project.
Language Services

UEFA’s Language Services contributed significantly to communication within the UEFA football family, translating a record volume of more than 3 million words in the course of the year under review. In addition, UEFA EURO 2008 saw the provision of interpreting at every daily media briefing and team press conference for the first time at a European Football Championship.

Before that, an official media launch for UEFA’s new football dictionary took place at the beginning of May at Bayern München’s Allianz Arena. Well over 5,000 copies had been sold by the end of the period under review.

Travel and Conferences

The unit’s regular tasks consisted in booking transport and accommodation for a wide range of UEFA events.
The scale of operations (2,380 people, a production centre of 12,000m² and a global budget for the company this year of around CHF 200 million) was a challenge. UMET got the challenge completed. Stakeholders recognised the quality of UMET’s service delivery, especially the television production. Moreover, a strong partnership was forged with the broadcasters, who are core partners of UEFA. This was one of the key objectives. Furthermore, UMET is confident that it completed the delivery of UEFA EURO 2008 within its initial budget.
Host broadcast operations

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

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

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

euro2008.com

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

IT deliveries were UEFA’s most extensive ever, as UMET had to deliver all network infrastructure and hardware, all transmissions and all software dedicated to the tournament in 2007/08. The smooth delivery of software and hardware to the satisfaction of users was a critical factor in the tournament’s success. For example, an average of 90% of helpdesk requests were fixed within the hour.

Critically, the FAME software platform functioned with absolute reliability, managing all operations linked to the tournament: the event side (transportation, ticketing, etc.) and the media side (live broadcasting, etc.). This showed clearly that the application is totally operational and capable of managing all UEFA business.

Preparing for the future

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