



Competition Book 2009-12

Challengers on a
European Adventure



1972



1973



1974



1975



1976



1977



1978



1979



1980



1981



1982



1983



1984



1985



1986



1987



1988



1989



1990



UEFA
**EUROPA
 LEAGUE**

This book is a preview of the new **UEFA Europa League** – explaining why it's good for European football, how it will work and celebrating the adventure, history and passion of the competition

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UEFA President Michel Platini

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Laying the foundations for the future



“Saint-Etienne never made it past the quarter-finals, but **those games** still live in me”

The UEFA Cup is the only European trophy I never won. But I can say, in all honesty, that playing in that competition for Saint-Etienne between 1979 and 1981 gave me some of my happiest times as a player. I have been a footballer since I was a boy in Lorraine, when the highlight of a beautiful spring Saturday was the chance to kick a ball. Football should make people dream, and in those matches our team – and our opponents – were **united in dreams of glory**.

Although I now seem to have given more speeches than I took free-kicks as a midfielder player, I still recall the tournament vividly. I remember how tough it was. When there was only one English, Italian or Spanish team in the European Champion Clubs' Cup, there were at least three from each country in the UEFA Cup.

Saint-Etienne played incredible UEFA Cup games. I remember especially one match against Hamburger SV in 1980. A week before, France, with me in midfield, lost 4-1 to Germany. But Saint-Etienne won 5-0 in Hamburg against the side that were European champions two years later. Football can do that to you – make you feel like a clown one week and champion the next. Saint-Etienne never made it past the quarter-finals, but those games still live in me.

In 14 UEFA Cup games for Saint-Etienne between 1979 and 1981, Michel Platini scored nine goals as 'Les Verts' twice made the quarter-finals

“The **UEFA Europa League** is a competition that truly embraces the diversity of the European game”

The UEFA Cup has been won by some of the game's greatest players and clubs. At its best, it is proof that football is still a **magnificent sport**, that Europe is at the very heart of the beautiful game and that competing against strong teams from across **Europe** is one of the greatest experiences football can offer.

UEFA believes European football needs a second club competition. We believe this not because we want to dictate to anyone but because it is what clubs, coaches, players and supporters all told us. So to give this second competition added impetus – and ensure the proud legacy of the UEFA Cup lives on – we recommended a new format, organisation and name. The UEFA Cup is not dead, it is **reborn** as the **UEFA Europa League**, a competition that truly embraces the diversity of the European game. And the trophy I never won will, I trust, be lifted in triumph by countless captains to come.



MICHEL PLATINI
UEFA PRESIDENT



Bayer 04 Leverkusen fans
hail the UEFA Cup trophy at
the Ulrich Haberland Stadium
after their triumph over
RCD Espanyol in 1988

Competition



The dawn of a new era

There is no trophy quite like it, a marvel of silver and marble.

Beautifully simple with no handles, replicas of it stand in the trophy rooms of AFC Ajax, Real Madrid CF, Liverpool FC and Juventus. The UEFA Cup was a respected competition that needed improving. After much consultation, UEFA decided the best way to do that was not to tinker but to make substantive change.

Now a historic new chapter opens with the launch of the **UEFA Europa League...**



“The new format will allow more clubs from many countries to participate in a European competition. This in itself will add an extra dimension to league football across Europe”

DAVID TAYLOR
UEFA GENERAL SECRETARY



Rafael Benítez led Valencia CF to UEFA Cup glory in 2004, beating Olympique de Marseille in the final

THE REINVENTION OF THE UEFA CUP

As any football coach will tell you, building a successful team is a matter of selecting the right strategy and then taking meticulous care of the thousands of details that can make up the margin of victory. A successful pan-European football club competition is built on a similar balance of strategic vision and tactical detail.

When UEFA started laying the ground work for the UEFA Europa League in 2007 it was after a thorough, dispassionate review of what was good, bad or merely acceptable about the competition it was to replace, and from the beginning involved debating big questions.

Giorgio Marchetti, UEFA Competitions Director, says: “UEFA drew on 9,000 online interviews with fans, market research with groups of supporters across Europe, and consultations with clubs, leagues, national associations, players, coaches and media to improve the tournament.”

The first issue they tackled was: did the game really need a second pan-European club competition? “The fans, players, clubs and many in the media said we did need something apart from the UEFA Champions League,” says Marchetti. “There are hundreds of top-flight clubs in Europe, it is absurd to suggest that only 32 are any good.”

The UEFA Europa League will help more clubs challenge for major honours. Plus, as Marchetti says: “The UEFA Cup kept many national leagues competitive throughout the season. Without the race for a place in Europe, mid-table clubs would have little to play for.”

And let’s not forget, records show that the UEFA Cup has been a terrific proving ground for great teams in the making. Liverpool FC, PSV Eindhoven and Juventus all won the UEFA Cup before stepping up to lift the ‘cup with big ears’.

A MORE CREDIBLE FORMAT

The key change in the competition’s new format comes in the group stage and focuses on furthering the sporting potential of participating clubs. The UEFA Europa League group stage moves from the previous, eight groups of five teams to a traditional format of 12 groups of four. Teams will play each other home and away, delivering a more appropriate and understandable competition format.



This new structure means that once a team has qualified, it is guaranteed at least six more games in European competition, bringing greater experience and future benefits. It’s also good for supporters who get to see their club perform against the top sides for a prolonged period.

The new season’s entry and qualification of the UEFA Champions League could result in this new group stage featuring third or fourth-placed teams from the top European leagues, making the UEFA Europa League

Manchester City FC's Brazilian striker Robinho plays up for the TV cameras en route to the 2008/09 quarter-finals



tougher and more credible. There are four further rounds after the group stage and before the final, i.e., the round of 32, round of 16, quarter-finals and semi-finals.

This means there are more rounds and more matches than in the UEFA Champions League, allowing for more intense competition and longer participation for a higher number of teams. The final will continue to be a showcase and much-anticipated event in the annual footballing calendar.

The scale of the competition makes the tournament unpredictable. The fact that any team can win it, adds to the excitement of the UEFA Europa League.

A NEW REFEREEING INITIATIVE

UEFA President Michel Platini has long been in favour of increasing the number of officials presiding over a game. From the group stage of the UEFA Europa League a new initiative will be introduced with five officials employed per game, instead of the usual three.

The two additional officials will be stationed behind each goalline and will focus on incidents occurring in and around the penalty area. Platini says: "With football getting ever faster and players ever fitter, it sometimes seems the men in black face a mission impossible. Two extra pairs of eyes strengthen the referee team in confidence and numbers, while allowing the game to flow."

If the strategy proves successful, it is likely to be introduced in other European competitions and beyond.

A BETTER COMPETITION

Europe's biggest club tournament has been given a new format, new organisation, new brand and new business model to help grow the competition and make it as popular as its 'ancestor' – the UEFA Cup.

"The new format will allow more clubs from many countries to participate in a European competition. This in itself will add an extra dimension to league football across Europe," David Taylor, UEFA General Secretary said. "It is a European adventure for the clubs, the players and the fans; a chance to experience new countries and new cities, new football cultures and new stadiums. Clubs, players and fans will all benefit."



NEC Nijmegen fans show support at home for their team against Udinese Calcio in the UEFA Cup

The UEFA Europa League will be a true pan-European competition, taking in the length and breadth of the continent

The UEFA Cup and the
new UEFA Europa League:
a **competition** where
anything can happen

34

different **clubs**
filled the **36** UEFA Cup
semi-final places
from **2001**

FC Barcelona semi-finalist **2001**
1. FC Kaiserslautern semi-finalist **2001**
Deportivo Alavés runner-up **2001**
Liverpool FC winner **2001**
FC Internazionale Milano semi-finalist **2002**
AC Milan semi-finalist **2002**
BV Borussia Dortmund runner-up **2002**
Feyenoord winner **2002**
Boavista FC semi-finalist **2003**
S.S. Lazio semi-finalist **2003**
Celtic FC runner-up **2003**
FC Porto winner **2003**
Newcastle United FC semi-finalist **2004**
Villarreal CF semi-finalist **2004**
Olympique de Marseille runner-up **2004**
Valencia CF winner **2004**
AZ Alkmaar semi-finalist **2005**
Parma FC semi-finalist **2005**
Sporting Clube de Portugal runner-up **2005**
PFC CSKA Moskva winner **2005**
FC Schalke 04 semi-finalist **2006**
FC Steaua Bucuresti semi-finalist **2006**
Middlesbrough FC runner-up **2006**
Sevilla FC winner **2006, 2007**
CA Osasuna semi-finalist **2007**
Werder Bremen semi-finalist **2007** runner-up **2009**
RCD Espanyol runner-up **2007**
FC Bayern München semi-finalist **2008**
ACF Fiorentina semi-finalist **2008**
Rangers FC runner-up **2008**
FC Zenit St. Petersburg winner **2008**
FC Dynamo Kyiv semi-finalist **2009**
Hamburger SV semi-finalist **2009**
FC Shakhtar Donetsk winner **2009**

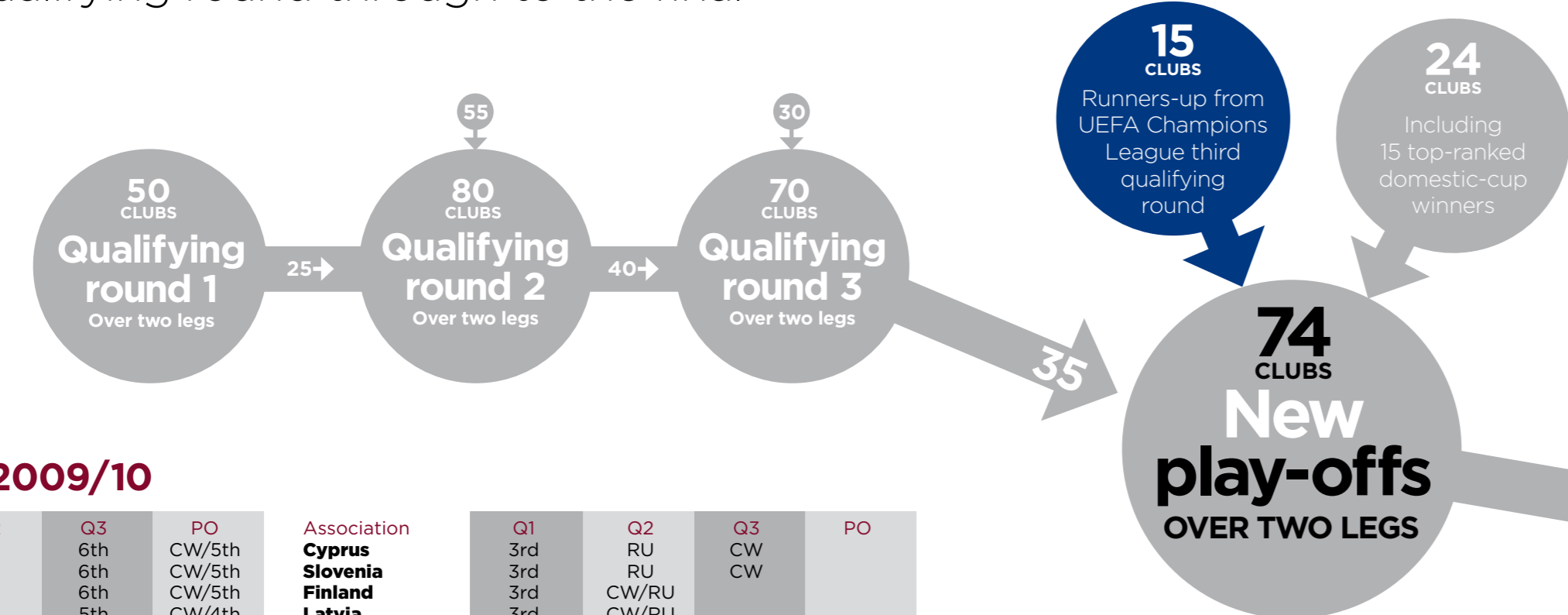
A nighttime cityscape featuring several prominent buildings. On the left, a tall, curved building is illuminated with vibrant red and yellow lights. In the center, another tall building is lit with a warm yellow glow. In the background, a large stadium is brightly lit, and the city lights create a dense pattern of small lights across the landscape. The sky is dark with a hint of twilight colors.

The road to the final

The inaugural **UEFA Europa League** is under way with **193 teams** from **53 countries** contesting the trophy until, after **479 games**, one side emerges as the **winner**

The UEFA Europa League format

From the first qualifying round through to the final



UEFA's access list 2009/10

Association	Q1	Q2	Q3	PO	Association	Q1	Q2	Q3	PO
England			6th	CW/5th	Cyprus	3rd	RU	CW	
Spain			6th	CW/5th	Slovenia	3rd	RU		
Italy			6th	CW/5th	Finland	3rd	CW/RU		
France			5th	CW/4th	Latvia	3rd	CW/RU		
Germany			5th	CW/4th	Bosnia-Herz	3rd	CW/RU		
Russia			5th	CW/4th	Lithuania	3rd	CW/RU		
Romania		5th	4th	CW/3rd	Moldova	3rd	CW/RU		
Portugal		5th	4th	CW/3rd	Rep of Ireland	3rd	CW/RU		
Netherlands		5th	4th	CW/3rd	FYR Macedonia	3rd	CW/ RU		
Scotland		4th	3rd	CW	Iceland	RU/3rd	CW		
Turkey		4th	3rd	CW	Georgia	RU/3rd	CW		
Ukraine		4th	3rd	CW	Liechtenstein	RU/3rd	CW		
Belgium		4th	3rd	CW	Belarus	RU/3rd	CW		
Greece		4th	3rd	CW	Estonia	RU/3rd	CW		
Czech Rep		4th	3rd	CW	Azerbaijan	RU/3rd	CW		
Switzerland		3rd	RU	CW	Albania	RU/3rd	CW		
Bulgaria		3rd	RU	CW	Armenia	RU/3rd	CW		
Norway		3rd	CW/RU		Kazakhstan	RU/3rd	CW		
Denmark		RU/3rd	CW		Northern Ireland	RU/3rd	CW		
Austria		RU/3rd	CW		Wales	RU/3rd	CW		
Serbia		RU/3rd	CW		Faroe Islands	RU/3rd	CW		
Israel	3rd	RU	CW		Luxembourg	RU/3rd	CW		
Sweden	3rd	RU	CW		Malta	RU/3rd	CW		
Slovakia	3rd	RU	CW		Montenegro	RU/3rd	CW		
Poland	3rd	RU	CW		Andorra	RU/3rd	CW		
Hungary	3rd	RU	CW		San Marino	RU/3rd	CW		
Croatia	3rd	RU	CW						

Key: Q: qualifying rounds
PO: play-offs
CW: domestic cup-winner
RU: domestic league runner-up
3rd: domestic league 3rd-placed club
4th: domestic league 4th-placed club
5th: domestic league 5th-placed club
6th: domestic league 6th-placed club

74 CLUBS
New play-offs
OVER TWO LEGS

37 →

48 CLUBS
New group stage
12 GROUPS OF FOUR
Teams play their group members home and away. Top two teams in each group progress

10 CLUBS
Runners-up from UEFA Champions League play-off round

1 CLUB
THE REIGNING CHAMPION

In the group stage the defending champion joins the competition and, with the new UEFA Champions League entry and qualification, the group stage should feature **stronger** teams from Europe's major leagues.

24 →

32 CLUBS
Round of 32
OVER TWO LEGS

16 →

16 CLUBS
Round of 16
OVER TWO LEGS

8 →

8 CLUBS
Quarter-finals
OVER TWO LEGS

4 →

4 CLUBS
Semi-finals
OVER TWO LEGS

2 →



Final

The first UEFA Europa League final will kick off at Hamburg's Arena Stadium. The 2011 final will take place at Dublin's new 50,000-capacity stadium on the site of the old Lansdowne Road - the first UEFA final to be played in Ireland - while the new Stadionul National in Bucuresti will host the 2012 final



Watched
across
200 nations,
the UEFA
Europa League
final
is a major
sporting
event



So what's changed?

1 New competition format

with stronger, simpler group stage featuring **48 teams**

2 New name

reflecting the competition's **diversity** and appeal across Europe

3 New brand

making the tournament more **distinct**

4 New standard kick-offs

at clearly defined times (**19:00** and **21:05** CET)

5 New centralised marketing

providing greater **exposure**, more **revenue** and consistent, high-quality broadcasts

What hasn't changed?

The unforgettable trophy is still the prize in the UEFA Europa League



The trophy remains one of the most recognisable in the game. Created in 1971, it is also the longest serving pan-European silverware in club competition. (The current incarnation of the UEFA Champions League trophy was made in 2005 following Liverpool FC's fifth win. The current UEFA Super Cup trophy was made in 2007, following AC Milan's victory.)

The UEFA Cup stands 65cm high, 33cm wide and 23cm deep. It weighs 15kg and is the heaviest piece of UEFA club silverware (almost twice the weight of the UEFA Champions League trophy).

The trophy was designed by the Swiss artist Alex W. Diggelmann, who won a gold medal for applied graphics at the 1936 Olympic Games in Berlin. (From 1912 to 1948, art was part of the modern Olympics.)



The solid-silver octagonal cup sits on a yellow marble plinth, held up by a group of players. The trophy was crafted in the Bertoni workshop in Milan. Winners lift the original and are then given a replica with just their name engraved on it to keep for good in their trophy cabinet.

Originally, the idea was for the trophy to be awarded for keeps to any club that won the competition three times in a row or five times in total. This has never been done. UEFA has now changed the regulations, so no club will keep the cup forever.

Three teams have won the cup three times: Juventus, Liverpool FC and FC Internazionale Milano. Italy is the only country to have retained the trophy for three seasons in a row: SSC Napoli (1989), Juventus (1990) and FC Internazionale Milano (1991).

Only two men have won the trophy as player and coach. Italian legend Dino Zoff won it in goal with Juventus in 1977 and on the bench in 1990, and Dutch maestro Huub Stevens won it in defence with PSV Eindhoven in 1978 and, 19 years later, from the dugout with FC Schalke 04.

The best is **yet to** **come**

And the whole of European
football stands to gain

“The UEFA Cup enjoyed
a vibrant history:
I am confident the
UEFA Europa League
will leave an
even **richer legacy**”

JÜRGEN KLINSMANN
UEFA CUP WINNER



Heritage



The UEFA Europa League builds on a rich history

Tottenham Hotspur FC won the **first** UEFA Cup final and scored the first goal in UEFA Cup history. Over the next **38 years** 24 other clubs won the famous trophy, but only two – Real Madrid CF and Sevilla FC – managed to retain it.

The UEFA Cup has seen plenty of stirring comebacks, remarkable **giant killings** and many **beautiful games**. Such a rich heritage augurs well for the rebirth of the competition as the UEFA Europa League.



Real Madrid CF's Mexican goalscorer Hugo Sánchez holds the UEFA Cup aloft after defeating 1. FC Köln in 1986



FROM FAIRS CUP TO UEFA CUP

In 1971, UEFA took on the Inter-Cities Fairs Cup. This tournament, originally competed for by teams from cities that hosted major exhibitions, had matured into a more ambitious, pan-European competition. It could no longer be run by its own committee, but the clubs had tasted European football and wanted more.

UEFA commissioned Swiss artist Alex W. Diggelmann to design a trophy, and the new UEFA Cup kicked off on 15 September 1971, featuring 64 teams in a two-leg, knockout format. Tottenham Hotspur FC won the first final, an all-English affair against Wolverhampton Wanderers FC.

STRENGTH IN DEPTH

In the 1970s, the view in Germany was that the European Champion Clubs' Cup identified the strongest team, but the UEFA Cup highlighted the strongest league. AFC Ajax, FC Bayern München and Liverpool FC monopolised the European Champion Clubs' Cup, but the UEFA Cup changed hands every year. Its reputation, where any team could beat any other, was established in the very first round, when Leeds United AFC (winners of the last Inter-Cities Fairs Cup) crashed out to Belgian side K. Lierse SK. The tradition that great teams proved their worth on the European stage in the UEFA Cup started with Liverpool, victors in 1973 - the only European trophy won by legendary coach Bill Shankly - and again in 1976.

SHOCKS AND SURPRISES

The unpredictability of the UEFA Cup soon became its hallmark and the shocks and surprises it threw up were an integral pleasure of the tournament. In 1982, Sven-Göran Eriksson's UEFA Cup triumph with IFK Göteborg over Hamburger SV startled everyone, including his players.

A few years later, Hungary's Videoton FC Fehérvár beat Paris Saint-Germain FC, FK Partizan and, in the quarter-final, Manchester United FC. They couldn't overcome Real Madrid CF in the final, but the match remains the greatest moment in their history. In 1986 Real Madrid's Hugo Sánchez levelled the score 1-1 against 1.FC Köln, starting a 5-1, first-leg rout that saw the Spanish go on to retain the trophy. Three years later, Diego Maradona's SSC Napoli were triumphant, a victory beginning a golden age for Italy.



Berti Vogts lifts the UEFA Cup in triumph after his VfL Borussia Mönchengladbach beat FC Twente in the 1975 final

The UEFA Cup's reputation, where any team could beat any other, was established in the 1970s



Galatasaray SK celebrate after their UEFA Cup victory in Copenhagen over Arsenal FC in 2000

“The UEFA Cup has been a successful competition. We believe the UEFA Europa League will be even stronger”

GIORGIO MARCHETTI
UEFA COMPETITIONS DIRECTOR

LA DOLCE VITA

Kickstarted by SSC Napoli's triumph over VfB Stuttgart, Italian clubs began to dominate the competition, producing seven winners (and four all-Italian finals) during the 1990s. Juventus and Parma FC each won it twice, and FC Internazionale Milano triumphed three times. For good measure Inter were also finalists in 1997, as were Torino FC in 1992, AS Roma in 1991 and ACF Fiorentina in 1990.

In the early years of the decade, the UEFA Cup was seen as the most difficult of European club competitions to win. Before the UEFA Champions League was established, and later expanded, the tournament boasted a larger number of top teams from the top leagues. This was reflected in the sides that made it to the latter stages, the majority of which already had a European reputation.

In 1998, UEFA instigated a change in format when the final was brought into line with other competitions as a one-off affair played at a neutral venue. It became a showcase event and altered the way teams approached it, negating the advantage of a home leg.

A NEW ERA

The millennium opened with the demise of the UEFA Cup Winners' Cup adding to the quality of teams involved in the competition. Victory for Galatasaray SK reflected the new-found confidence of Turkish football. After that Dutch, English, Spanish, Portuguese, Russian and Ukrainian clubs lifted the trophy. Liverpool FC in 2001 and José Mourinho's FC Porto in 2003 won it before going on to lift the UEFA Champions League. The Merseysiders' victory over Deportivo Alavés is one of the most exciting finals ever witnessed, finishing 5-4 after a golden goal in extra-time.

In 2006 a group stage was introduced, increasing the games and length of time a team was active in the competition. FC Sevilla won it, leading coach Juande Ramos to declare: "Seville is the capital of European football." Ramos repeated the feat in 2007. In 2008 and 2009 the trophy headed east with FC Zenit St. Petersburg and FC Shakhtar Donetsk, again proving the diversity of the UEFA Cup. As the tournament moves into its next stage, Giorgio Marchetti, UEFA Competitions Director says: "The UEFA Cup has been a successful competition. We believe the UEFA Europa League will be even stronger."



Alain Boghossian celebrates Parma FC's 1999 victory over his former club, Olympique de Marseille



17 May 1989 is a day **Diego Maradona** will never forget. As he told the TV crews:

“Giannina, my second daughter, was born today, and **I have won the UEFA Cup.** Captaining this Napoli is beautiful.”

22 May 2003

“The tension was so **unbearable** my father spent much of the match outside the stadium with his grandson.”

José Mourinho

on how the stress of **managing** FC Porto in the 2003 UEFA Cup final divided his family



Winning coaches

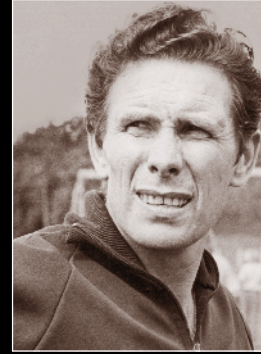
Some of football's greatest managers have won the UEFA Cup. Six of them have also won the European Cup, 16 have taken charge of national sides and two have won the FIFA World Cup as a player.



BILL NICHOLSON
TOTTENHAM HOTSPUR FC
1972



BILL SHANKLY
LIVERPOOL FC
1973



WIEL COERVER
FEYENOORD
1974



HENNES WEISWEILER
VfL BORUSSIA
MÖNCHENGLADBACH
1975



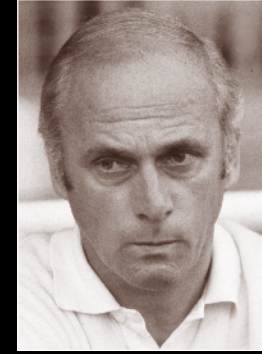
BOB PAISLEY
LIVERPOOL FC
1976



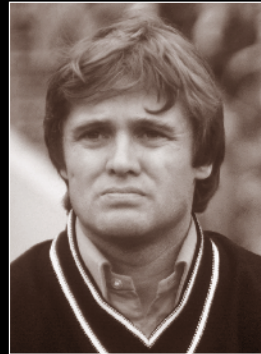
GIOVANNI TRAPATTONI
JUVENTUS,
FC INTERNAZIONALE
MILANO, JUVENTUS
1977, 1991, 1993



KEES RIJVERS
PSV EINDHOVEN
1978



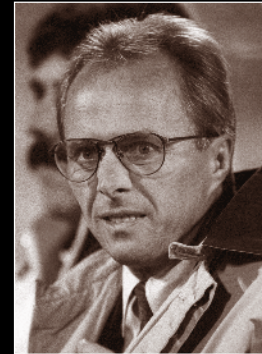
UDO LATTEK
VfL BORUSSIA
MÖNCHENGLADBACH
1979



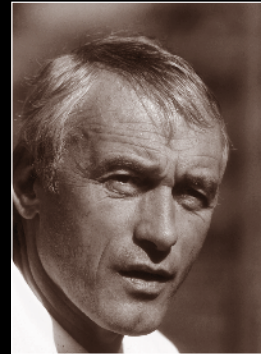
FRIEDEL RAUSCH
EINTRACHT FRANKFURT
1980



BOBBY ROBSON
IPSWICH TOWN FC
1981



SVEN-GÖRAN ERIKSSON
IFK GÖTEBORG
1982



PAUL VAN HIMST
RSC ANDERLECHT
1983



KEITH BURKINSHAW
TOTTENHAM HOTSPUR FC
1984



LUIS MOLOWNY
REAL MADRID CF
1985, 1986



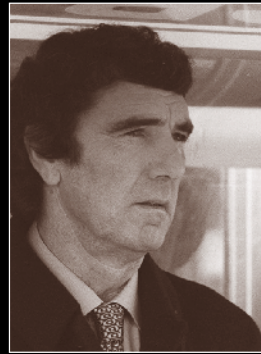
GUNDER BENGTSSON
IFK GÖTEBORG
1987



ERICH RIBBECK
BAYER 04
LEVERKUSEN
1988



OTTAVIO BIANCHI
SSC NAPOLI
1989



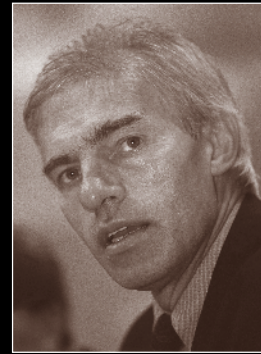
DINO ZOFF
JUVENTUS
1990



LOUIS VAN GAAL
AFC AJAX
1992



GIAMPIERO MARINI
FC INTERNAZIONALE
MILANO
1994



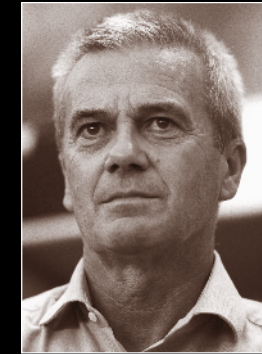
NEVIO SCALA
PARMA FC
1995



FRANZ BECKENBAUER
FC BAYERN MÜNCHEN
1996



HUUB STEVENS
FC SCHALKE 04
1997



LUIGI SIMONI
FC INTERNAZIONALE
MILANO
1998



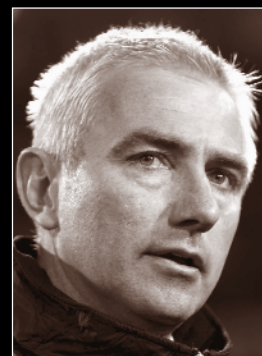
ALBERTO MALESANI
PARMA FC
1999



FATIH TERIM
GALATASARAY SK
2000



GERARD HOULLIER
LIVERPOOL FC
2001



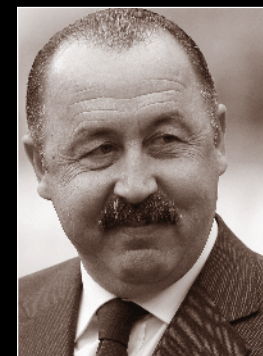
BERT VAN MARWIJK
FEYENOORD
2002



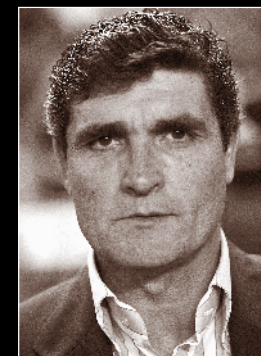
JOSÉ MOURINHO
FC PORTO
2003



RAFAEL BENÍTEZ
VALENCIA CF
2004



VALERIY GAZZAEV
PFC CSKA MOSKVA
2005



JUANDE RAMOS
SEVILLA FC
2006, 2007



DICK ADVOCaat
FC ZENIT
ST. PETERSBURG
2008



MIRCEA LUCESCU
FC SHAKHTAR
DONETSK
2009

Roll of honour

The teams who have lifted the UEFA Cup

03.05.1972	Wolverhampton	Wolverhampton Wanderers FC - Tottenham Hotspur FC	1-2
17.05.1972	London	Tottenham Hotspur FC - Wolverhampton Wanderers FC	1-1
10.05.1973	Liverpool	Liverpool FC - VfL Borussia Mönchengladbach	3-0
23.05.1973	Mönchengladbach	VfL Borussia Mönchengladbach - Liverpool FC	2-0
21.05.1974	London	Tottenham Hotspur FC - Feyenoord	2-2
29.05.1974	Rotterdam	Feyenoord - Tottenham Hotspur FC	2-0
07.05.1975	Düsseldorf	VfL Borussia Mönchengladbach - FC Twente	0-0
21.05.1975	Enschede	FC Twente - VfL Borussia Mönchengladbach	1-5
28.04.1976	Liverpool	Liverpool FC - Club Brugge KV	3-2
19.05.1976	Bruges	Club Brugge KV - Liverpool FC	1-1
04.05.1977	Turin	Juventus - Athletic Club Bilbao	1-0
18.05.1977	Bilbao	Athletic Club Bilbao - Juventus	2-1
26.04.1978	Bastia	SC Bastia - PSV Eindhoven	0-0
09.05.1978	Eindhoven	PSV Eindhoven - SC Bastia	3-0
09.05.1979	Belgrade	FK Crvena Zvezda - VfL Borussia Mönchengladbach	1-1
23.05.1979	Düsseldorf	VfL Borussia Mönchengladbach - FK Crvena Zvezda	1-0
07.05.1980	Mönchengladbach	VfL Borussia Mönchengladbach - Eintracht Frankfurt	3-2
21.05.1980	Frankfurt	Eintracht Frankfurt - VfL Borussia Mönchengladbach	1-0
06.05.1981	Ipswich	Ipswich Town FC - AZ Alkmaar	3-0
20.05.1981	Amsterdam	AZ Alkmaar - Ipswich Town FC	4-2
05.05.1982	Gothenburg	IFK Göteborg - Hamburger SV	1-0
19.05.1982	Hamburg	Hamburger SV - IFK Göteborg	0-3
04.05.1983	Brussels	RSC Anderlecht - SL Benfica	1-0
18.05.1983	Lisbon	SL Benfica - RSC Anderlecht	1-1
09.05.1984	Brussels	RSC Anderlecht - Tottenham Hotspur FC	1-1
23.05.1984	London	Tottenham Hotspur FC - RSC Anderlecht	1-1*
08.05.1985	Székesfehérvár	Videoton FC Fehérvár - Real Madrid CF	0-3
22.05.1985	Madrid	Real Madrid CF - Videoton FC Fehérvár	0-1
30.04.1986	Madrid	Real Madrid CF - 1.FC Köln	5-1
06.05.1986	Berlin	1.FC Köln - Real Madrid CF	2-0
06.05.1987	Gothenburg	IFK Göteborg - Dundee United FC	1-0
20.05.1987	Dundee	Dundee United FC - IFK Göteborg	1-1

* after penalty kicks



Only three clubs have won the UEFA Cup three times

Liverpool FC
1973, 1976, 2001

FC Internazionale Milano
1991, 1994, 1998

Juventus
1977, 1990, 1993

04.05.1988	Barcelona	RCD Espanyol - Bayer 04 Leverkusen	3-0
18.05.1988	Leverkusen	Bayer 04 Leverkusen - RCD Espanyol	3-0*
03.05.1989	Naples	SSC Napoli - VfB Stuttgart	2-1
17.05.1989	Stuttgart	VfB Stuttgart - SSC Napoli	3-3
02.05.1990	Turin	Juventus - ACF Fiorentina	3-1
16.05.1990	Avellino	ACF Fiorentina - Juventus	0-0
08.05.1991	Milan	FC Internazionale Milano - AS Roma	2-0
22.05.1991	Rome	AS Roma - FC Internazionale Milano	1-0
29.04.1992	Turin	Torino FC - AFC Ajax	2-2
13.05.1992	Amsterdam	AFC Ajax - Torino FC	0-0
05.05.1993	Dortmund	BV Borussia Dortmund - Juventus	1-3
19.05.1993	Turin	Juventus - BV Borussia Dortmund	3-0
26.04.1994	Vienna	FC Salzburg - FC Internazionale Milano	0-1
11.05.1994	Milan	FC Internazionale Milano - FC Salzburg	1-0
03.05.1995	Parma	Parma FC - Juventus	1-0
17.05.1995	Milan	Juventus - Parma FC	1-1
01.05.1996	Munich	FC Bayern München - FC Girondins de Bordeaux	2-0
15.05.1996	Bordeaux	FC Girondins de Bordeaux - FC Bayern München	1-3
07.05.1997	Gelsenkirchen	FC Schalke 04 - FC Internazionale Milano	1-0
21.05.1997	Milan	FC Internazionale Milano - FC Schalke 04	1-0*
06.05.1998	Paris	S.S. Lazio - FC Internazionale Milano	0-3
12.05.1999	Moscow	Parma FC - Olympique de Marseille	3-0
17.05.2000	Copenhagen	Galatasaray SK - Arsenal FC	0-0*
16.05.2001	Dortmund	Liverpool FC - Deportivo Alavés	5-4
08.05.2002	Rotterdam	Feyenoord - BV Borussia Dortmund	3-2
21.05.2003	Seville	Celtic FC - FC Porto	2-3*
19.05.2004	Gothenburg	Valencia CF - Olympique de Marseille	2-0
18.05.2005	Lisbon	Sporting Clube de Portugal - PFC CSKA Moskva	1-3
10.05.2006	Eindhoven	Middlesbrough FC - Sevilla FC	0-4
16.05.2007	Glasgow	RCD Espanyol - Sevilla FC	2-2*
14.05.2008	Manchester	FC Zenit St. Petersburg - Rangers FC	2-0
20.05.2009	Istanbul	FC Shakhtar Donetsk - Werder Bremen	2-1

Brand



The new UEFA Europa League

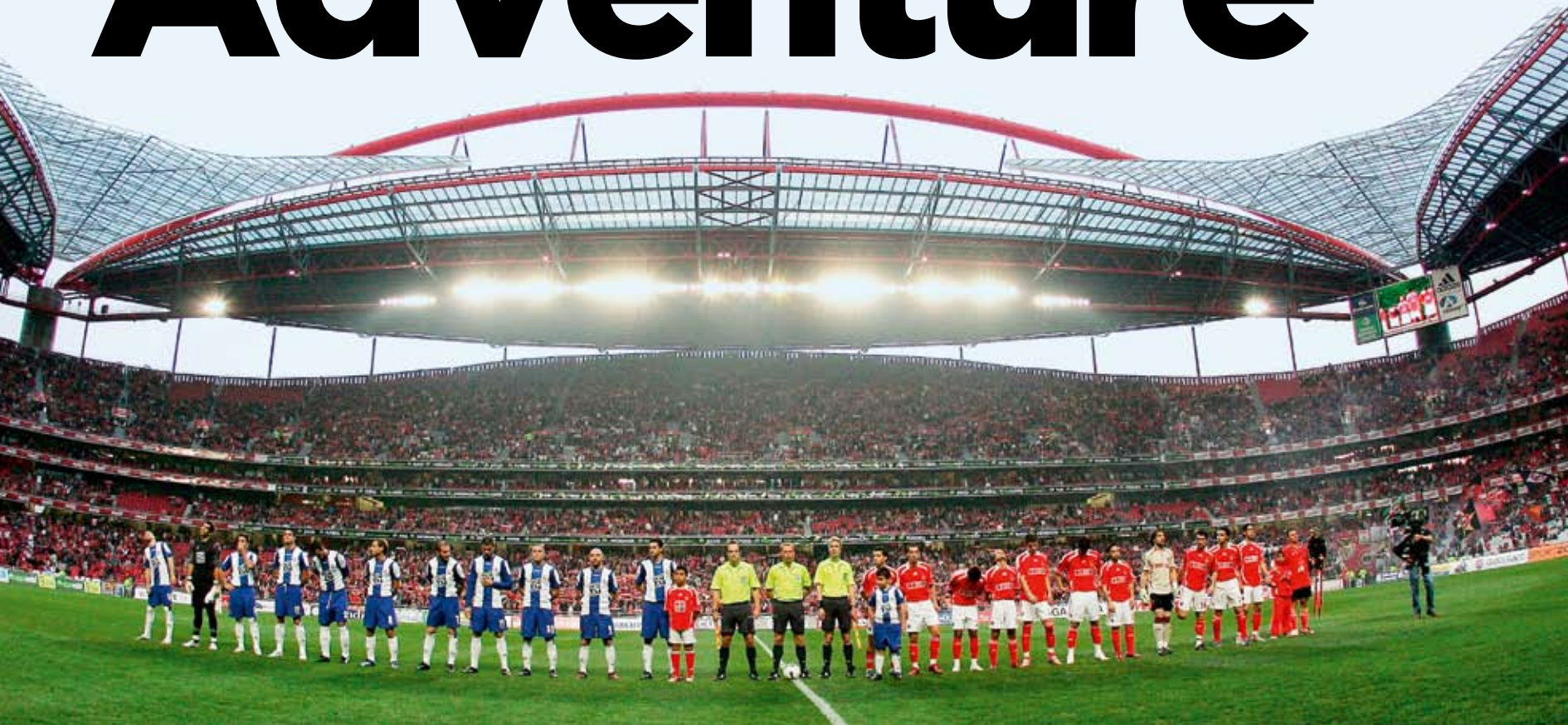
The significant changes to the competition and its marketing strategy created a **perfect opportunity** to develop a fresh new brand to enhance the competition further and **grow its popularity**. The new name and logo are designed to emphasise the **unique sporting appeal** of a tournament that proved its worth over three decades.



Our mission:

**To give
more
fans and
players
the thrill of
a European Adventure**

Brand positioning: Challengers on a European Adventure



REBRANDED AND RELAUNCHED

Once plans were drawn up to relaunch the UEFA Cup, the most significant challenge was to create a defining identity for the competition and make it distinct in the world of European football. UEFA has developed a strong brand for the UEFA Europa League, one that will be instantly recognisable in the competition.

The first step was to define clearly the main values of the competition and identify its unique appeal and “positioning”. The positioning that was eventually selected was: Challengers on a European Adventure.

When clubs, players and fans set out in the competition, they are embarking on a European Adventure, a journey where they don't know who they will meet, where they will play or what will happen. The Challenger aspect of the positioning, reflects the nature of many of the competing clubs and their supporters, clubs that aren't part of the footballing elite but are striving to make a name for themselves.

The new positioning is positive, engaging and aspirational. It forms the basis for all the competition's marketing activities and will, over time, assist the UEFA Europa League in achieving the recognition and status it deserves.

“We think we can establish more clearly the **position** of the competition as a true ‘European Adventure’ for the **clubs** and their **fans**”

PHILIPPE LE FLOC'H
UEFA MARKETING DIRECTOR

Brand values:

Challenging

A stronger, more competitive tournament, where clubs need to try something new in each game



Togetherness

Team spirit and a bond forged between fans and their heroes in a collective desire to make it on the European stage



Openness

A more accessible, fearless and straightforward approach to the game. More access to the players and the matches



Variety

In terms of clubs, styles of play and localities where the event takes place





For the fans:

16 May 2007

“With fans like these, the club and the players feel like champions”

Francisco Rufete
captain of RCD Espanyol after his team lost the UEFA Cup final



“The UEFA Cup is simply reborn as the UEFA Europa League, a tournament that truly embraces the diversity of the European game”

MICHEL PLATINI
UEFA PRESIDENT

A NEW FORMAT, A NEW NAME

The restructuring of the format and the desire to stress the European nature of the event, made it relatively easy to find a new name for the competition.

The name UEFA Europa League, moves away from the old competition but remains true to the history of the event. ‘Europa’ reflects the fact that the tournament is for the whole of Europe and shows UEFA’s desire to bring the competition closer to clubs in all member countries. The second, and equally important, aspect of the name change is the word ‘League’, which aims to emphasise the significant element of the group stage.

‘UEFA’ gives the competition its stamp of authority, as it does with all the governing body’s tournaments.

CORE IDENTITY

The rebirth of the UEFA Cup as the UEFA Europa League would not be complete without a brand new logo. The strategic thinking behind the rebranding process was to create and build a clear and differentiated brand.

The brand identity captures and complements the competition’s unique spirit. It is made up of three core elements; the official UEFA Europa League logo, music and trophy.

The logo in warm hues of burgundy and gold is at the heart of the new competition. Designed to incorporate and honour the shape of the cup and the concept of the game, it will feature in a celebratory ceremony in the centre circle before each match starts.

Also played at all 205 matches in the main competition, will be the new anthem. Engaging and contemporary, it was composed by Yohann Zveig and recorded by more than 50 musicians from the globally renowned orchestra of the Paris Opera. “Composing the anthem was a real challenge,” says Zveig. “Throughout the process I stayed focused on respecting football’s traditions and creating a piece of music that would match the event’s explosive energy.”

One thing that hasn’t changed is the actual trophy. The famous octagonal cup, one of world football’s most recognisable, is so distinct and noble-looking that it was clear it should be retained. It also represents the perfect link between past and present.



Four steps to a new logo

1. START WITH TWO TEAMS AND A BALL

Since the ancient Chinese played a game called **cu ju** (literally 'kick ball'), a ball and opposing teams have been the essential ingredients of football. The **UEFA Europa League** logo is a ball and the opposing teams are symbolised by the red lines that clash in the centre.



2. PAY HOMAGE TO THE TROPHY

Focus purely on the red lines, and you will see they honour the shape of the actual **cup** – one of football's most iconic – and echo the base section that shows players challenging for the ball.

3. CHOOSE THE RIGHT COLOURS

They should be instantly recognisable and **iconic**. **Burgundy** is designed to capture the warmth and passion of competing in the UEFA Europa League. **Gold** symbolises the **prestige** that is being recaptured with the new identity. The aim is for this combination of colours to be as synonymous with the competition as silver and blue have become with the UEFA Champions League.

4. AND TEST IT TO DESTRUCTION

Any **logo** for a competition like the UEFA Europa League has to work across the media spectrum – broadcast, print, the internet – and many different applications – advertising boards, TV idents and online graphics.

A new format and new central marketing strategy in combination with the new brand identity will change people's perception of this unique event

BRINGING THE UEFA EUROPA LEAGUE TO LIFE

The best sporting events have a sense of occasion that comes from their highly effective presentation: the way the event is staged, the attention to detail and the extensive promotion by broadcasters, sponsors and the media. UEFA has developed a promotional campaign concept: the 'European Adventure'. This concept seeks to capture creatively one of the fundamental appeals of the UEFA Europa League: a broad range of clubs competing all over Europe.

On television, the most important execution of the concept is the event's opening and closing sequences, which will be used by all broadcasters to brand every UEFA Europa League match. With broadcasters committed to showing the entire competition, these will become familiar images for viewers.

Match graphics will be designed to reflect the striking UEFA Europa League brand and will be incorporated into every live match broadcast.

The imagery from the opening sequence has been captured for the stadium branding. This includes interview backdrops, tickets, posters, stadium displays and matchday programmes – making every UEFA Europa League match a unique experience.

The extent of the branding at venues and on television will promote the tournament positively and extensively throughout Europe and the world.



A wide range of branded components will be produced for the UEFA Europa League – including on-air graphics, print and event items





The opening sequence introduces every **UEFA Europa League** match broadcast around the world and celebrates the European Adventure at the heart of the competition

Adventure



A journey to the **heart** of European football

Ever wondered how the Czechs say “Offside?” (They shout: “*Mimo hru*” - it literally means “past the game”.) Whether you are a player, supporter or coach, the **UEFA Europa League** isn’t just a football tournament - it’s an invitation to discover the continent of Europe, see familiar places in an unexpected light, experience new cultures and learn to say “offside” in every European language. With **193 clubs** from the **four corners** of Europe, the new competition will be a great **adventure** for all those taking part.



Route one

Fans will travel any distance to see their clubs in Europe



SHORTEST DISTANCE BETWEEN CLUBS

35 KM

1978/79 Semi-final: MSV Duisburg (Germany) v VfL Borussia Mönchengladbach (Germany), 3-6 agg



LONGEST DISTANCE BETWEEN CLUBS

4,874 KM

1996/97 First round: CD Tenerife (Spain) v Maccabi Tel-Aviv FC (Israel), 4-3 agg



A 20-year-old Ryan Giggs taking in the sights of Red Square ahead of his side's 1992 UEFA Cup match against FC Torpedo Moskva

BATTLE OF THE 'REDS'

In autumn 1995, Manchester United FC appeared in the UEFA Cup first round against FC Rotor Volgograd in a stadium packed to its 25,000 capacity. Andy Mitten was one of 142 United fans to make the journey east.

"Outside the stadium, Rotor fans shook our hands, proffered 'Hello' in English and marvelled at our 'Reds in Russia' flag complete with hammer and sickle," he recalls. "We sat among them and they passed us vodka."

At half-time, the Russians appeared equally surprised to be holding Manchester United, more so when the game finished 0-0.

"They cheered and waved as the police insisted on driving us back to our hotel, sirens blazing," Mitten continues. "We flew home expecting to win at Old Trafford. Our goalkeeper Peter Schmeichel managed a goal, but we only drew 2-2 and Rotor went through on away goals. And they deserved it."

43 HOURS AND 3,800KM TO DONETSK

"When the draw was made I recalled I had always wanted to make a long train ride in the general direction of Asia," wrote Stefan Barta in *My Life As A Schalke*. The draw was FC Shakhtar Donetsk v FC Schalke 04, the occasion the 2004/05 UEFA Cup third round, and the supporter a man with a fine sense of humour.

Enquiries yielded a rail journey that would take a mere 43 hours, 39 minutes. Seven other Schalke fans enlisted to share his 3,800km group ticket and discovered that where German beer supplies run out, Ukrainian hospitality begins. Sparkling Crimean wine began to flow, melancholy Ukrainian music was soon playing and a long night passed quickly. Somewhere in Ukraine a train still has a Schalke pennant on the wall of its restaurant car.

In Donetsk the hunt for breakfast led the fans unwittingly to the Schalke team hotel. General Manager Andreas Müller feted them to the players and invited them to lunch with the team. Never ones for the obvious, Barta and friends explored Donetsk instead.

THE NAMES ON THE SHIRT TELL THE STORY

As Deportivo Alavés fans swarmed around Dortmund ahead of the 2001 UEFA Cup final, many were thrusting forward seemingly random portions of their club shirts. In fact they were showing their name. Commissioned by the club for the campaign, the extraordinary shirt bore the name of each of Alavés's 12,000 season-ticket holders.

In 1990, Alavés were in the Spanish fourth division. In 2001 – after 12 games and 31 goals (including a 2-0 win over FC Internazionale Milano and a 9-2 aggregate victory over 1. FC Kaiserslautern) – the Basques faced Liverpool FC in the final. "We want to make history as Liverpool have," said coach José Manuel Esnal. "Football has allowed us to make our name. That's the lovely thing about the game: everybody starts somewhere. We won't freeze. We're ready to show that small clubs can be successful too."

Freeze? Alavés drew 4-4 in 90 minutes of endless attack. The match was ended by a golden goal – an own goal by Delfi Geli, who was welcomed home with special warmth. The irrepressible Alavés fans returned with swapped shirts, swapped addresses, and a new-found ability to beat *You'll Never Walk Alone* on their giant drum.

"Football has helped us make our name. That's the lovely thing about the game"

JOSÉ MANUEL ESNAL
DEPORTIVO ALAVÉS COACH

The nicknames

The UEFA Europa League – where Meats take on Miners

The Citizens **The Doonhammers**
 Manchester City FC Queen of the South FC

The Steelmen

Motherwell FC

The Lads From The Western Outskirts

(Drengene fra Vestegnen) Brøndby IF

The Pharmacists

(Farmaceuti) NK Slaven Kopriwnica

The Horses

(Koni) PFC CSKA Moskva

The Traktor Boys **The Meats**
 (Mal'chiki traktorak) FC MTZ-RIPO Minsk (Myaso) FC Spartak Moskva

The Shipbuilders

(Sudostroitel'nyam) FK Khazar Lankaran

The Irons

(Utyugi) PFC Lokomotiv Sofia

The Archbishops

(Arcebispos) SC Braga

The Troll Kids

(Troillongan) Rosenborg BK

The Miners

(Knappen) FC Schalke 04

The Pilots **The Buffalos**

(Piloti) FK Olimpik Baku

(Buffalos) KAA Gent

The Iron Stoves

(Järnkaminerna) Djurgårdens IF FF

The Railway Boys

(Zheleznodorozhniki) FC Lokomotiv Moskva

The Flying Donkeys

(Mussi Volanti) AC Chievo Verona



Russia President Vladimir Putin demonstrates his skills for the 2004/05 UEFA Cup-winning PFC CSKA Moskva

“The first goal was beautiful. It made me feel like playing football myself”

VLADIMIR PUTIN
RUSSIA PRESIDENT



FC Girondins de Bordeaux are jubilant after UEFA Cup quarter-final victory over a star-studded AC Milan

THE RUSSIAN REVOLUTION

In 2005, President Vladimir Putin celebrated Russia's first European final win by performing keepy-uppy at the Presidential residence in Moscow with the victorious PFC CSKA Moskva team. In 2008 he was all smiles again as Dick Advocaat led FC Zenit St. Petersburg past his former club Rangers FC and about 100,000 of their supporters in the UEFA Cup final.

“The first goal was beautiful,” he said. “It made me feel like getting out and playing football myself.” Putin called the win “a brilliant confirmation of the rise of the country's football and sports in general”.

BORDEAUX RUN TRIANGLES AROUND MILAN

Having qualified for the 1995/96 UEFA Cup by way of seven UEFA Intertoto Cup ties, FC Girondins de Bordeaux progressed through the first four rounds. But barring their way to the semi-final was Fabio Capello's AC Milan, with Paolo Maldini, Roberto Baggio, George Weah, Franco Baresi, Marcel Desailly, Alessandro Costacurta...

Bordeaux lost 2-0 away, but won 3-0 at home – youngsters Zinedine Zidane and Christophe Dugarry combining with Bixente Lizarazu mesmerised Milan.

The French side eventually bowed in the final to FC Bayern München, but ‘Les Bordelais’ heartily saluted their team's epic 22-match effort – and Bayern's, a gesture the Bavarians recognised with a thank-you in the local press.

RONALDO IS A PHENOMENON IN THE SNOW

In spring 1998, the Russian army was drafted in to clear the snow-covered Luzhniki Stadium pitch ahead of FC Spartak Moskva's UEFA Cup semi-final tie against FC Internazionale Milano. On 12 minutes winger Andrei Tikinov put the home side ahead, but in the last minute of the half Ronaldo rifled home. On 67 minutes ‘O Fenômeno’ scored a breathtaking second. He received the ball in the Spartak half with his back to goal, turned, played a perfect one-two with Iván Zamorano on the edge of the box, danced through three defenders and around the keeper.

In the final in Paris, the first to be played as a one-off match on a neutral ground, Inter beat S.S. Lazio to lift the UEFA Cup trophy for the third time in eight seasons. Ronaldo scored a superb goal to secure the 3-0 victory.

HOW A BOND WAS FORGED

This particular 36-year friendship began in the midst of a rain storm when the first leg of the 1973 UEFA Cup final between Liverpool FC and VfL Borussia Mönchengladbach was called off after half an hour. Liverpool won the rematch and a life-long relationship was forged. 2008 saw ‘Reds’ fans join ‘Gladbach's’ promotion party, address the crowd from the pitch and parade a friendship flag as they were serenaded with *You'll Never Walk Alone*.

In 2009 Liverpool fans made their third annual visit to Gladbach. The trip's organiser Graham Agg says, “Every year since 1992, Borussia supporters have visited Anfield in the Bundesliga winter break to support the Reds. It must not be forgotten that in 1991, after the Hillsborough disaster, a delegation of Borussia fans flew to Liverpool to present the families with a cheque for thousands of pounds.” In challenging times, you find out who your true friends are.

It's not what you think:
VfL Borussia Mönchengladbach supporters serenade their good friends from Liverpool FC



Half-time

Supporters across Europe savour all kinds of delicacies as



treats...

they wait for their sides to run out onto the pitch

Caffe borghetti

Half-time snacks tend to be

liquid in **Italy**. Between halves, fans at **Stadio Giuseppe Meazza** (San Siro) and **Stadio Olimpico** enjoy nothing more than a shot of Caffe Borghetti – a sweet **liqueur** made with espresso coffee.

Hot dog

The humble sausage in bread is a staple at stadiums across Europe.

Spanish and Dutch fans tuck in to the traditional hot dog. In the home of the frankfurter, **Germany**, every town has a local *wurst*. In **France** fans can sample *saucisse*, but in the south, the spicy *merguez* is king. **Czech** supporters enjoy *klobasa* in bread with mustard, and the **Swiss** go for famously crusty rolls surrounding the sausage.

Sunflower seeds

Matches in the Eastern bloc end with stadium floors covered in seed shells. In **Romania** fans buy sunflower seeds, in **Hungary** they can choose between toasted sunflower or pumpkin seeds.

Bulgarian, Russian and Ukrainian teams sell their seeds in cones of newspaper and in Spain, *pipas* (sunflower seeds) are on offer with dried fruit in bags emblazoned **in team colours**.

Pea soup

As well as the ubiquitous *fricandel* and *frites* with mayonnaise and curry sauce (“chips at war”) in winter, fans of UEFA Cup winners such as **AFC Ajax**, **PSV Eindhoven** and **Feyenoord** warm up with cups of **hot pea soup**.

“NOW MORE THAN EVER, MAGIC ESPANYOL!”

RCD Espanyol fans have shown that their support, and love, of their team never wanes – in defeat as much as victory. In the 1988 UEFA Cup final, they were 3-0 up after their home leg (even at half-time in the second leg), but Bayer 04 Leverkusen won on penalties.

Undaunted at being runners-up, a supporter changed the slogan on Espanyol’s pre-baked celebratory cake to ‘Subcampeónes de la UEFA’.

Ahead of the 2007 final, ‘Los Pericos’ (‘Parakeets’) packed Glasgow in blue-and-white checked kilts and tam o’shanters. Drawing 1-1 at half-time, Espanyol again lost in the shootout finale, so they travelled home with losers’ medals, despite not having lost a match in the competition. But it didn’t stop thousands of supporters turning up at the airport to welcome home their visibly moved team with cries of: “Now more than ever, magic Espanyol!”

**“YOU COULDN’T SEE WHERE THE CROWD ENDED”**

On 13 May 1992, outside of Amsterdam’s Olympisch Stadion 48,000 AFC Ajax supporters, singing so loud that their lungs were about to burst, were making their way to the city centre to see their heroes present the UEFA Cup.

The team bus took a more circuitous route than usual. First, it stopped off at the hospital to pick up striker Stefan Pettersson, who had broken his collarbone in the second leg at home to Torino FC. Next stop was in west Amsterdam to show the trophy to Dennis Bergkamp, whose fever was so bad he could do no more than have his photo taken with the cup on his sick bed.

It was 11pm by the time the team finally reached the massed city centre. “How many people were going crazy down there: 80,000, 100,00?” Ajax fan Menno Pot wondered later. “You couldn’t even see where the crowd ended.”



AFC Ajax players celebrate after beating Torino FC on away goals to lift the UEFA Cup in 1992

FROM SLOVAKIA TO TEESSIDE

Miro (real name Vladimir Janek) popped up on the Middlesbrough FC forum *Fly Me To The Moon* after the 2004/05 UEFA Cup draw had paired ‘Boro’ with his club FC Banik Ostrava in the first round.

He just wanted to chat with the Boro fans, who were about to experience their first European tie, and help to arrange their trip out of the goodness of his heart. He booked hotels, organised guides and buses at the airport, and even hired a bar they could use as a base when they got there. He built a help site, posted train timetables and a map with reviews of local restaurants and bars.

The Teessiders, aghast to discover Miro couldn’t afford the return-leg trip to Middlesbrough, had a whip-round. They bought flights for him and his son, gave them a tour of the stadium, signed shirts and introduced them to the players.

“Being in Europe is about building bridges, making friends and creating a good image of the club and the supporters,” said *Fly Me To The Moon* editor Rob Nichol.

“Being in Europe is about building bridges, making friends and creating a good image of the club and the supporters”

ROB NICHOL
FLY ME TO THE MOON EDITOR



20% of all air travel from Britain in the week of 21 May 2003 involved a **Celtic FC** fan

Around **80,000** travelled to Seville to watch their team play FC Porto in the UEFA Cup final

Marketing



The marketing of the UEFA Europa League

The UEFA Europa League places the competition at the core of European football and is supported by a unique strategy to exploit the marketing rights. This will result in: **more promotion, more exposure, and more revenue.** The UEFA Europa League will be as strong off the pitch as it is on it, so that the whole of European football can benefit.

5

- **More promotion**



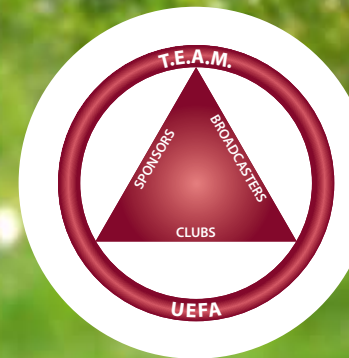
A top-quality network of blue-chip companies will promote the spirit of the competition to football fans across Europe.

- **More exposure**



A global network of broadcasters will provide consistent, extensive, high-quality coverage of all the match action throughout the season.

- **More revenue**



Central marketing of the competition from the group stage will generate notable revenues for European football.

The new marketing strategy of the UEFA Europa League will have significant benefits for European football



THE MARKETING CONCEPT

Central marketing was introduced for the UEFA Cup quarter-final stages onwards for the 2006-09 period. Despite some scepticism at the time, results were extremely positive and the full centralisation of the marketing rights for 2009-12 - with more inventory and more live matches - has built on that success.

A broader base of marketing partners, each of them committed to a long-term relationship with the UEFA Europa League, will result in even higher exposure and promotion for the event.

In finalising the marketing approach for the 2009-12 rights period, the views of clubs, sponsors and broadcasters were sought to finalise a concept deemed as the most appropriate for the new UEFA Europa League:

- Full media rights centralisation from the group stage
- Full sponsorship rights centralisation from the knockout stage and a presenting sponsor
- An official match ball to be used in every game

Overall the changes create a better platform for the commercialisation of the event and will allow the UEFA Europa League to compete successfully in an increasingly globalised sports industry.

The marketing concept provides an opportunity to further develop the financial potential of the competition

THE FINANCIAL OUTLOOK

The success of any European football competition is based on striking a balance between sport and business. The UEFA Europa League, with its centrally marketed approach to television and sponsorship, provides a platform for the full-scale financial development of the event.

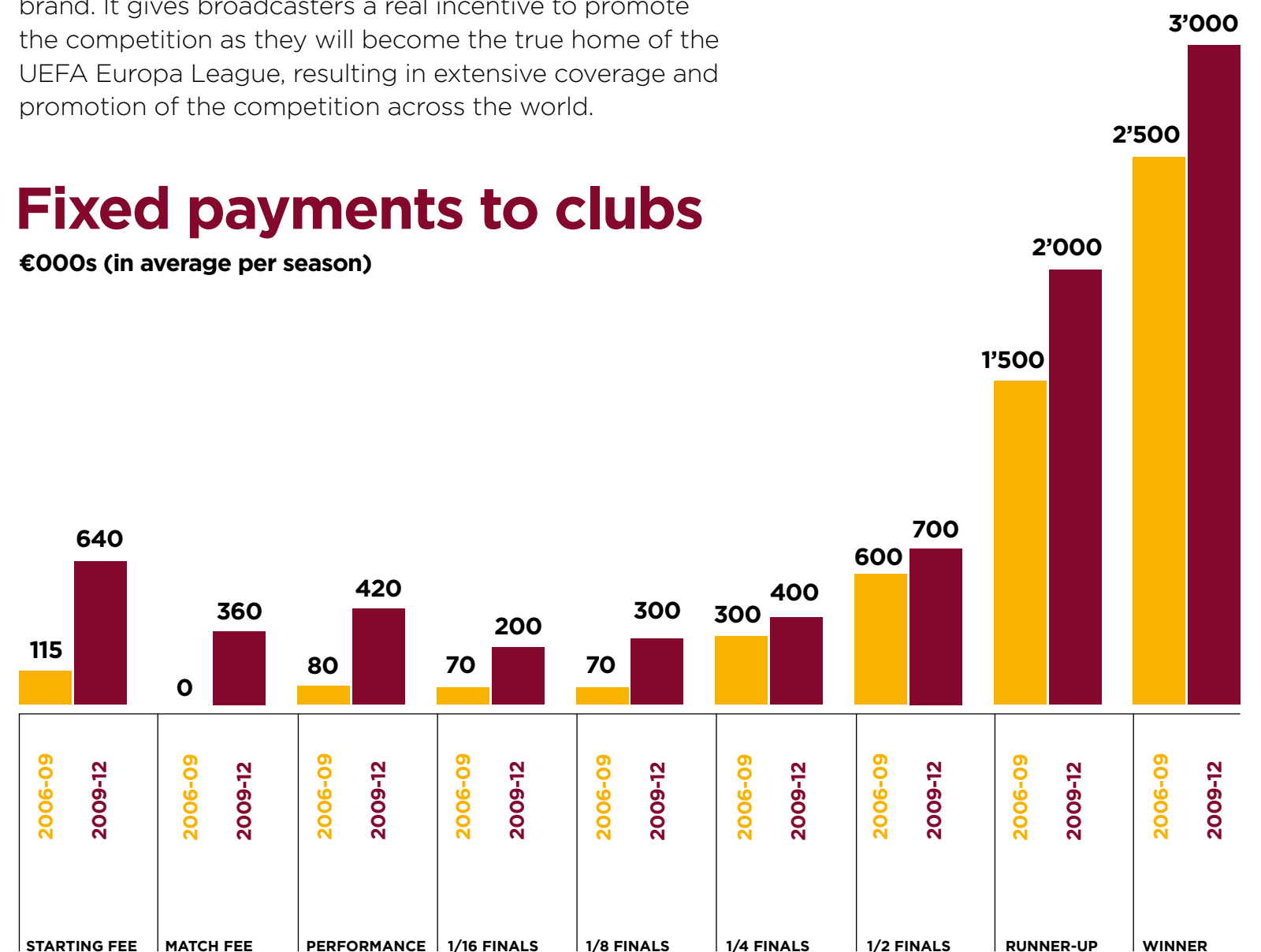
With more choice on offer and wider-ranging television rights packages, the 2009-12 UEFA Europa League will deliver significantly higher revenues - it has already exceeded expectations in spite of the economic recession. A greater financial package adds further impetus for clubs to succeed in the competition.

The introduction of centralised marketing has an important benefit in building the UEFA Europa League brand. It gives broadcasters a real incentive to promote the competition as they will become the true home of the UEFA Europa League, resulting in extensive coverage and promotion of the competition across the world.

The **UEFA Europa League** will raise significantly more money for European football, with 75% of the revenue going to competing clubs. In the 2008/09 UEFA Cup, just 13 games were marketed centrally. In contrast, from 2009/10, **205** games will benefit from centralised marketing to broadcasters and sponsors.

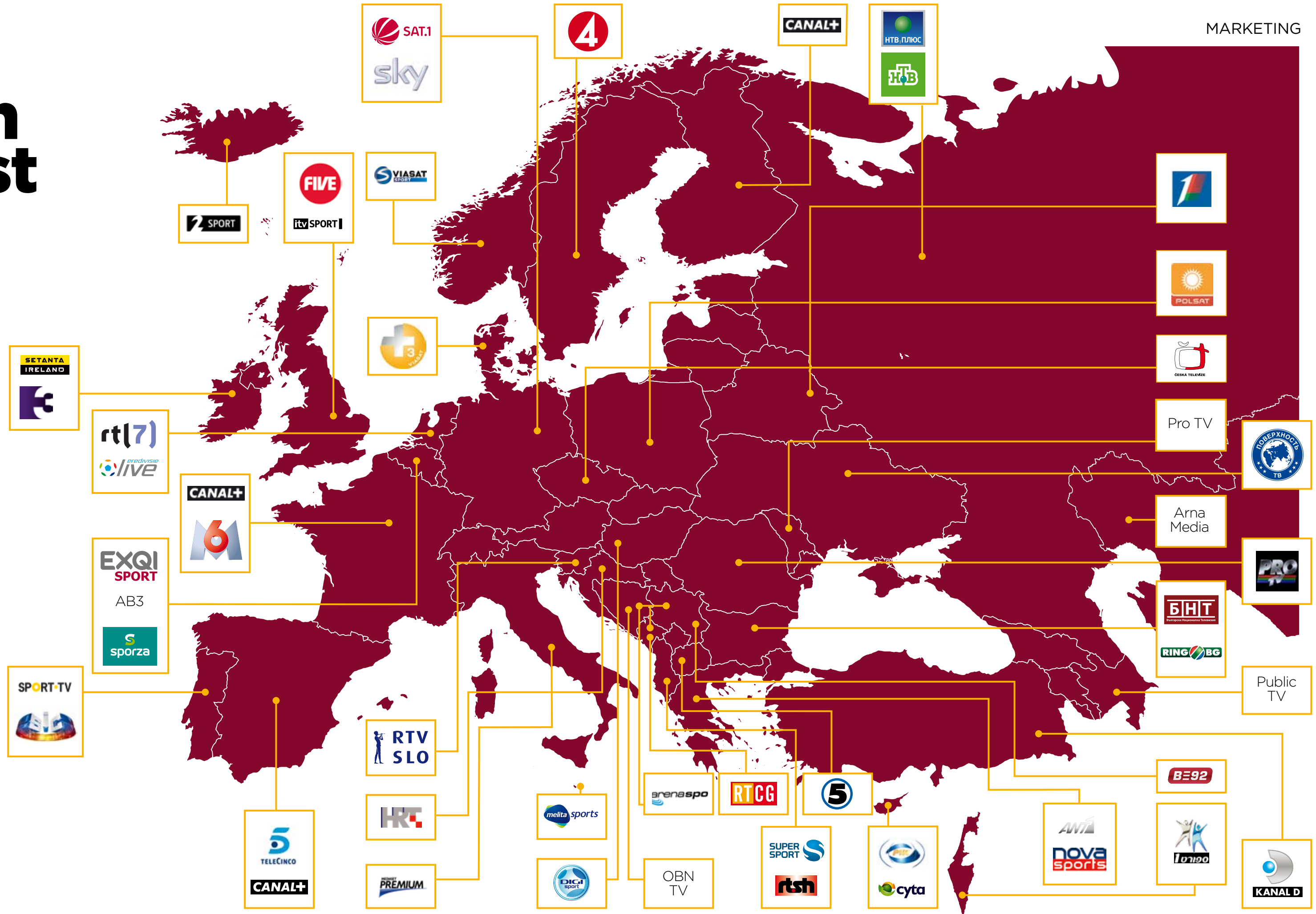
Fixed payments to clubs

€000s (in average per season)



European broadcast partners

The new UEFA Europa League broadcast network means the competition becomes a **truly pan-European** property



Broadcaster list correct as of 25 July 2009

A worldwide platform

A global broadcast network will further enhance the competition's reputation

AIT

Al Jazeera

Astro

Canal+ Horizons

Canal 4, El Salvador

CJ Media

ESPN Brasil

ESPN Oceania

ESPN Star Sports

Fox Latin America

HiTV

i-Cable

MBC

Meridiano

SBS Australia

SCCN Suriname

SingTel

SKY PerfecTV

SuperSport

SuperSport South Africa

TDM

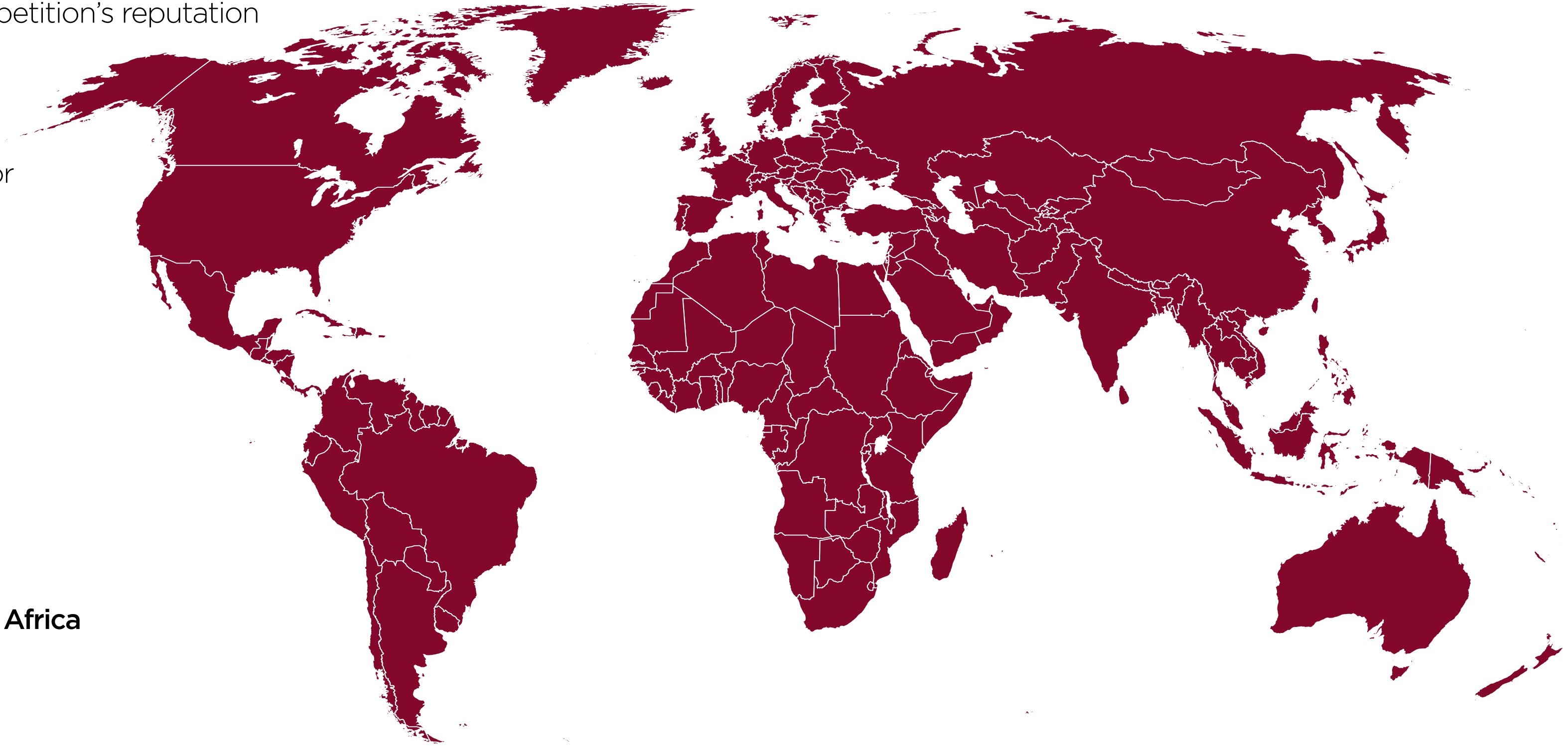
Televideo

Ten Sports

VTV

XFM/ Inner Mongolia TV

Broadcaster list correct as of 25 July 2009



Thursday night is UEFA Europa League night

**Donderdag
Donnerstag
Giovedì
Jeudi
Jueves
Quinta-feira
Torsdag**

UEFA Europa League games will be broadcast on 14 Thursdays on TV, over the internet and to your mobile. In other words **Thursday night** becomes UEFA Europa League night.

Some ties will also be played on Wednesdays in exclusive UEFA Europa League weeks (matchdays 5 and 6)

BROADCAST CONCEPT: A COMMERCIAL SUCCESS

Historically, it was difficult to buy the rights to screen UEFA Cup games over a whole season because individual clubs struck their own deals with broadcasters. It was very difficult even to follow just one club as it could only guarantee its home matches.

The UEFA Europa league will benefit from agreements with broadcasters who will show the competition for the whole season and for the next three years. Investment in the competition and the ability to build a schedule for the duration of the season have greatly improved the value of its broadcasting rights.

In accordance with the principles established by the European Commission, the UEFA Europa League media content-rights sales were conducted by T.E.A.M. Marketing on a market-by-market basis across 206 countries, allowing broadcasters to own the rights on a platform-neutral basis across television, internet and mobile. By 24 July 2009, a total of 80 contracts had been signed with more to follow before the start of the tournament, and it is the broadcasters, not surprisingly, who have contributed the lion's share of the revenue for the UEFA Europa League.

BETTER COVERAGE, AUDIENCES, PRODUCTION AND PROGRAMMING

The UEFA Europa League is now a quality product. In addition to a better format and stronger clubs, standardised scheduling on Thursdays at fixed times (19:00 and 21:05 CET) will greatly improve the programming on offer to viewers. The final remains on a Wednesday at 20:45 CET.

The broadcast concept, with strong free-to-air and pay broadcasters throughout Europe, will build coverage and drive audiences in the coming seasons to reach a wider public. Increased coverage, with 24 games on group-stage nights, will allow audiences greater access to UEFA Europa League matches.

Production of the event will improve with more cameras at matches, highlights shows of all matches, and all matches from the quarter-finals onwards are broadcast in High Definition. Importantly, all host broadcasters will work to the same minimum standards to achieve a consistently high level of production for every venue. As broadcasters benefit from exclusivity across all media platforms, matches will also be shown on internet and mobile platforms.

All broadcasters will air the UEFA Europa League opening sequence, closing sequence and break bumpers as well as using consistent, on-screen graphics. This high-impact branding will help build the brand and add to the fans' enjoyment of the matches.



“The UEFA Europa League will be an electrifying event for millions of viewers and spectators because of its unique mix of innovation, tradition and adventure”

PHILIP GEISS
PROSIEBENSAT.1 MEDIA AG SPORT DIRECTOR

Time for the UEFA Europa League to kick off...

Across Europe, millions of viewers will make an appointment to watch exciting European football. From 2009/10, there are just two kick-off times. Games will start at either **19:00** or **21:05** (CET)

With standardised start times for the ties on Thursday evening, and broadcasters committed to following the competition throughout the season, you will always know when and where to catch your team. The final is different - that stays on Wednesday night, with kick-off at 20:45 (CET).

Some ties will also be played on Wednesdays in exclusive UEFA Europa League weeks (matchdays 5 and 6)



Every great club competition needs... a great **ball**

It is, after all, the object every footballer focuses on as soon as the whistle blows. And, whether they play in the group stage, knockout stage or final, every team in the **UEFA Europa League** will use a new match ball designed and manufactured by **adidas**.

Using the very latest technology and materials, the new ball draws on the tournament's brand colours of **burgundy** and **gold** to create a **striking look** and will, in a very practical way, level the **playing field** for every side in the competition.



“The UEFA Europa League Truck Tour will bring people closer to the adventure”

THOMAS VAN SCHAİK
HEAD OF ADIDAS GLOBAL PR

SPONSORSHIP CONCEPT

In order to optimise the value of the UEFA Europa League, it was decided that the best strategy was to create a significant rights package for a presenting sponsor, thereby differentiating the sponsorship concept from other top-level football competitions.

The real point of difference for the sponsorship of the UEFA Europa League is the breadth of exposure throughout Europe and the local relevance of matches in the 20 or so countries that have teams competing in the UEFA Europa League.

OFFICIAL MATCH BALL

The rebirth of the UEFA Cup as the UEFA Europa League would not be complete without a brand new match ball. All clubs will use the official ball, which in addition to the evident branding benefits, has significant sporting benefits for all teams concerned.

adidas have two initiatives that will connect with fans of the UEFA Europa League: a range of licensed products including the match ball; and a joint adidas and UEFA Europa League Truck Tour that will visit at least 15 cities involved in the competition. The Truck Tour will promote the UEFA Europa League by selling official merchandise and organising football events for fans to participate in ahead of the matches.



FC Shakhtar Donetsk begin their celebrations after winning the last UEFA Cup final against Werder Bremen in May 2009

A **unique** event

“A new format, a new organisational approach, a new brand and a **new business model will grow this competition”**

MICHEL PLATINI
UEFA PRESIDENT

The new approach

Millions of people across Europe will watch the new UEFA Europa League in the stadiums. With such attention and the network of marketing partners, each event is a ‘must-deliver’ to be serviced to the highest possible standards. To deliver any top-class event is an achievement. To deliver 24 on the same night across Europe (as will happen in the group stage) makes for a unique achievement.

Central control

UEFA will take full charge of matchday operations from the group stage.

Scale of delivery

The UEFA Europa League will feature 24 games on Thursdays during the group stage.

Organisation

Stronger partnerships with clubs will raise operation standards for all 48 teams involved, with a UEFA Venue Director and Venue Manager on site.

Matchday experience

The countdown to kick-off will be standardised with a consistent opening ceremony.

Media coverage

Broadcast standards will be improved with a consistent approach to media coverage, interviews and on-screen graphics. The majority of knockout games will have their own media officer.

The UEFA Europa League final

Played at a pre-determined stadium, the final is more than the last match, it is a unique, special event in its own right.

The road to 2010, 2011, 2012

12 May 2010, Arena Hamburg

Hamburg 2010

11 May 2011, Lansdowne Road

Dublin 2011

9 May 2012, Stadionul National

Bucuresti 2012

Vision:
To create the opportunity for more of Europe's clubs to challenge for European glory

Hamburg will host the inaugural final of the UEFA Europa League. The final will then proceed on its own European adventure – Dublin and Bucuresti and more venues after that.

There will be countless nights to look forward to as the UEFA Europa League gathers momentum and grows in stature.

“The UEFA Europa League is an **exciting** and highly **competitive** tournament”



Istanbul, 20 May 2009:
Michel Platini presents
the UEFA Cup to the
38th and final winners,
FC Shakhtar Donetsk

The UEFA Cup was a beautiful competition, unfortunately it suffered in the last few years from the formidable success and popularity of the UEFA Champions League – the very elite of European club football. The **UEFA Europa League** is also a prestigious club competition, but it is closer to most people’s concept of the game. It involves a very large number of teams, many of them top quality, and which I regard as the **heart and soul** of European football.

People have asked if, in changing the format, we considered returning to a straight knockout tournament, and why we decided to go instead for a **group stage**.

First of all, before making any decisions, we gave the floor to all the stakeholders to give us their views on every aspect of our club competitions.

One of the main findings for the UEFA Europa League was that clubs were particularly keen to be guaranteed a **minimum number of matches** via a ‘league’ format based on a group-stage model.

So, taking this feedback and other commercial and broadcast considerations into account, a pure **knockout format** was never an option. We cannot go back in time!

As for why we changed the competition’s name, the main objective was to give it **new impetus** and create added value for the participating clubs

and their fans, TV partners and anyone who believes, like I do, that this is an exciting and **highly competitive** tournament.

This is a great competition, but the perception from the media and some members of the general public is somewhat negative, so hopefully this change of name, visual identity and music will give us a **new platform**.

To those who argue that whatever UEFA does, this tournament will always be second-best, I say this: the UEFA Europa League has its own **strengths and attributes**, its own raison d’être to be able to exist alongside the UEFA Champions League. And make no mistake about it, the UEFA Europa League will not be an easy tournament to win.

It is hard to say where the UEFA Europa League will be in ten years’ time. That will depend on clubs’ willingness to take part and compete at their best. This will be, for the most, determined by the **financial benefits** we can offer, thanks to a steady evolution of the centralised broadcast and marketing rights revenues.

Hopefully we will **re-establish the glory** of the past while laying the foundations for the future of the UEFA Europa League.

MICHEL PLATINI
UEFA PRESIDENT

1991



1992



1993



1994



1995



1996



1997



1998



1999



2000



2001



2002



2003



2004



2005



2006



2007



2008



2009



IMPRESSUM

Concept and design Haymarket Network **Pictures** UEFA's official partner Getty Images, UEFA Photos, Action Images, Back Page Images, EFE, Imago Sportfotodienst, MSI, Offside Sports Photography, Press Association Images, Shutterstock, JOSÉ MOURINHO the official biography by Luis Lourenço / Dewi Lewis Media, photo © David Augusto, 2003 **Illustration** Peter Liddiard **Printing** Identity Print

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