WE CARE ABOUT FOOTBALL

UEFA

VISION EUROPE

"*the direction and development of European football over the next decade*"

Nyon, April 2005

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1. INTRODUCTION

1.1   Definition

"VISION EUROPE" is the title given to UEFA's Strategy, as approved by the UEFA Congress in Tallinn, Estonia, on 21 April 2005. For the purposes of this process, "strategy" ("strategic", etc.) is defined as:

> "*the direction and development of European football over the next decade*".

1.2   Rationale

- Although UEFA has always had a strategy, it was never formalised in one place in writing. The UEFA Statutes are relatively unspecific in nature and therefore do not constitute a strategy on their own. This sometimes lead to confusion and different interpretations.

- All professional modern institutions require a formalised written strategy. In our case, we also needed to define – in writing – our position vis-à-vis (i) the football family, (ii) external stakeholders and (iii) society in general.

- In 1999, UEFA commissioned a large consultancy company to conduct a thorough and critical audit of the manner in which UEFA functioned, both at committee level and in the administration. The project produced a comprehensive report with recommendations (delivered in 2000) and was known as F.O.R.C.E.

- The F.O.R.C.E. Project created a framework for the modernisation of UEFA, and, whilst standing on its own merits, this strategy document also encapsulates the logical next step of the realisation of F.O.R.C.E. The link to F.O.R.C.E. is described below:

  "UEFA's redesign was guided by a list of seven concrete organisational principles. The organisational principles are grouped in two parts: principles A to E deal with redesigning UEFA's operational entities. Principles F and G refer to the redesign of UEFA's governing bodies: Congress, the Executive Committee and the Presidential Board. Redefining UEFA's model of governance should result in a clearer separation of supervision and guidance from implementation. F: Executive Committee to be elected on the basis of expertise and management credentials, responsible for strategy and control. G: Representative voice of top leagues and clubs in the governing and consultative bodies of UEFA."

- Therefore, the purpose of this exercise is to create a document that will clearly and concisely summarise the strategy in writing. This document will become a living document, being updated constantly for the changing environment – but any fundamental changes would require a Congress or Executive Committee approval.

- The proposed strategy was submitted to the 2005 Congress and approved unanimously. Therefore, all sections – Purpose, Vision, Philosophy, History and Key Trends, and the Strategic Options selected – are binding (on all UEFA organs).

- It also provides a framework for UEFA to put into place implementation plans that will then be coordinated underneath the overall strategy. This is illustrated in Graphic 1 below. This process, and document, deals with the Corporate level – or Organisational level – strategy and not Operational level questions of implementation.

Graphic 1: UEFA: Corporate Level vs. Operational Level
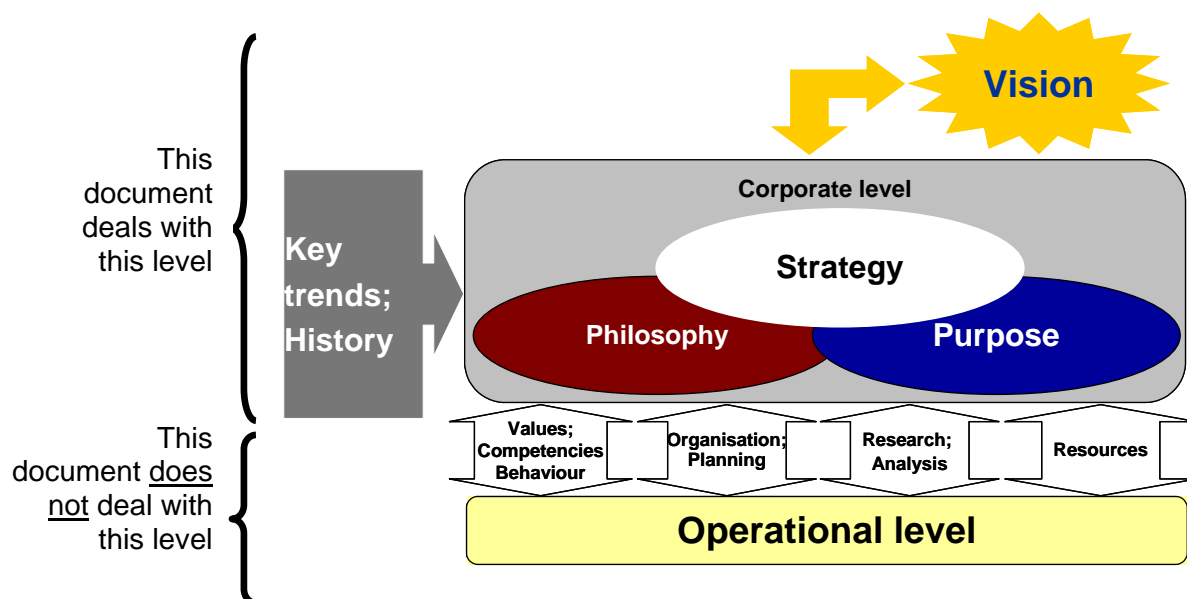
1.3 Structure of this document

This document follows a simple structure containing five parts, as follows –
Purpose>Vision>Philosophy>History and Key Trends >Strategic Options –
and as summarised below:

Purpose	Why are we here? What is the *raison d'être* of UEFA?
Vision	What is the ideal world according to UEFA? – "*if we could start with a blank sheet of paper*"
Philosophy	What does UEFA stand for? What does UEFA believe in? What are our cultural values?
History and Key Trends	Why was UEFA created and what were its traditional tasks? What are the key trends, threats and problems that are shaping European football?
Strategic Options	What are key options available for each strategic issue?

1.4 Timescale and process

The timeline for VISION EUROPE was:
1. mid-January 2005: proposals submitted by the President and CEO to the UEFA Executive Committee (hereafter "ExCo");
2. ExCo Strategy meeting and plenary meeting: February 2005;
3. early/mid-March 2005: proposals amended by the ExCo and submitted to the UEFA member associations;
4. April 2005: proposals amended by UEFA members and presented to Congress for decision. Congress unanimously approves VISION EUROPE.

Subsequent steps:
5. UEFA to adjust/define implementation plans to fit under the one overall strategy. This document must be a living document, updated constantly.
6. Implementation – making it come alive and turning the words into actions in order to achieve our vision.

1.5 Guidance for the reader

- There is a section for "Definitions" at the end of this document to ensure consistent usage of terminology throughout.
- Readers are encouraged to read with an open mind, since the document raises ideas.
- In general terms, the tables and graphics are used to express ideas – therefore this document is not a reference document of data.
- UEFA is a complex organisation, operating in a complex environment with a complex stakeholder map. Therefore, within this document, the content, ideas and structure are complex. For this reason, the point of a certain part of the content may not be immediately evident and may require further elaboration/explanation.
- One key matter to define was the role of the different stakeholders in European football and the division of tasks between them. This document outlines some ideas in this respect. One further key matter was to define how much of UEFA's focus should be on which part of the pyramid.
- In the event of any discrepancy in interpretation between the official languages of UEFA in the wording of this document, the English version shall be authoritative.
- Terms referring to natural persons are applicable to both genders, unless it is self-evident from the context that this is not the case.

1.6 Main sources

The main sources of this draft are as follows:

- UEFA President and CEO; ExCo strategy meetings and ExCo documents; ExCo discussions and meetings over recent years; Directors' strategy meetings and documents; UEFA Administration, publications, analysis and documents; Project F.O.R.C.E.; external publications, documents and thinking (contained in separate list).
- No management consultants or other external costs have been incurred during this project.

2. PURPOSE

In addition to what is contained in the UEFA Statutes, the purpose of UEFA is articulated in the Mission Statement. This is a short statement that every UEFA person should know by heart, and it summarises:
- Why are we here?
- What is the *raison d'être* of UEFA?

The UEFA Mission Statement is listed below. Consideration should be given to whether it should be formally incorporated into the Statutes.

UEFA's core mission is to promote, protect and develop European football at every level of the game, to promote the principles of unity and solidarity, and to deal with all questions relating to European football.

UEFA is an association of associations based on representative democracy, and is the governing body of European football. Football is the priority in everything that we do.

Working closely with our member associations and with the different stakeholders of European football, we aim to:
- Organise successful competitions for professional, youth, women's and amateur football.
- Increase access and participation, without discrimination on grounds of gender, religion or race, and support growth in the grassroots of the game.
- Achieve commercial success and sound finances without distorting the sporting qualities of our competitions.
- Use UEFA's revenues to support re-investment and re-distribution in the game in accordance with the principle of solidarity between all levels and areas of sport.
- Target specific aid and assistance to help member associations with the greatest need.
- Promote positive sporting values, including fair play and anti-racism, as well as safe and secure match environments.
- Run an anti-doping programme aiming at preserving the ethics of sport, safeguarding the players' health and ensuring equal chances for all competitors.
- Act as a representative voice for the European football family.
- Ensure a coherent approach to decision-makers and opinion-formers on issues of relevance to European football.
- Maintain good relations with the other continental football confederations and FIFA.
- Ensure that the needs of the different stakeholders are properly reflected in UEFA's thinking.

These aims should be pursued with an approach based on democracy, solidarity, fairness, transparency, accountability, entrepreneurship, professionalism, pride, and respect for the many stakeholders within European football.

UEFA's staff and officials personify UEFA in public by their high standards and by their conduct. We are aware of the example that we have to set; this requires not only competence and knowledge, but also an awareness of how we should use the funds that are entrusted to us. All representatives of UEFA also have to show integrity and, not least, a passion for football.

UEFA's goal is to provide leadership but also top-quality services for our members and all stakeholders.

In UEFA we aim to lead, to serve, to continuously improve in all areas and to be ahead in everything that we do.

In all that we do we care about football.

3   VISION

- This section outlines where UEFA would like to be if it could start from a blank sheet of paper. It does not mean that any of these points are necessarily achievable in the short-term, or even medium-term, future. On the other hand some of these points may already have been achieved, either partially or fully.
- We live in the real world but we should be honest and open about our vision of where we would like to be in an ideal world. Before EURO 2004, what would people have said of Greece's vision of becoming Champions of Europe in 2004? Many would have laughed – but they made their vision a reality, like the Danish surprise in 1992.
- It is impossible to plan for, or foresee, every eventuality. It is also impossible to guarantee the way that even the short-term future will pan out. That is why it is important for UEFA to have a vision not to lose sight of – something that will remain the same regardless of short-term events or sudden changes – *"a beacon in the distance"*.
- The environment is too complicated, and events are too random, to be able to plan exactly how we will fulfil our purpose and achieve our vision and the strategic options that are selected – more important is a common belief and conviction that we will reach them.

3.1   UEFA's vision

3.1.1   The world and the football world

In an ideal world there would be …

- A united football family – when football is united we can achieve extraordinary things.
- A world where, in the eyes of everyone both inside and outside the football family, football represents integrity, sportsmanship and loyalty – in accordance with the principles of fair play.
- A football world where football is priority number one, football drives development, and football sets the agenda.
- A football world where UEFA deals with all questions relating to European football.
- A football world where UEFA is the governing body of European football and speaks for the whole of European football.
- A world where the social, educational and cultural benefits of football and sport are fully utilised and fully appreciated.
- A world where football acts as a democratic showcase – where people, through the democratic football structures, organise themselves, actively participate in organised society and run their own lives.
- A stronger than ever unbroken thread which runs through the whole of football from the most unknown player to the best player in the world – the magic of football.
- A stronger than ever football pyramid.
- A modernised global football structure based on the principles of the pyramid and subsidiarity.
- A world where football coexists and works together with other sports for the common good.

3.1.2 European football – governance and structure

In an ideal world there would be …

- Solidarity – not charity – at all levels.
- UEFA shaping and driving the debates and issues at European level based on football priorities – setting the agenda in accordance with the needs of football.
- A modern, efficient system of governance for all the UEFA organs in accordance with best practice.
- A European football world where UEFA plays the role of educator and is the central point for channelling best practice between members – UEFA would teach the teachers.
- A European football world where UEFA is a central point to act as preserver of the legacy of European football – and its memory.
- Global acceptance – formal or otherwise – by the different parties involved in professional football in Europe regarding the global issues: calendar, ownership and commercialisation of competitions and rights, release of players for national teams and other key issues.
- Representative, clean, transparent democracies operating at all levels of the football family, leading to self-regulation within football – FIFA, UEFA, member associations and their components would be sufficiently democratic, transparent and well-organised to avoid any form of external political intervention.
- A future legal environment and sports-law jurisprudence shaped by UEFA and the values of European football, leading to legal certainty and full judicial recognition of the autonomy of sports structures and the specificity of sport.
- Full understanding by all key stakeholders about why the European football structures are the way they are.
- Empowered national football associations in control of football in their country – promoting, regulating, managing, organising and developing football at all levels – and retaining control over key sporting areas such as refereeing and match schedules.

3.1.3 On-field issues and competitions

In an ideal world there would be …

- Everyone taking part in organised sport or physical activity – keeping fit, becoming happier, learning and passing on the values of sport and so building a better society.
- A world where every child in Europe grows up playing sport – sport would be in every school curriculum across Europe, and all children would be encouraged to play football.
- A world where everyone in Europe has access to facilities for playing football
- A world where everyone in Europe has the opportunity to watch attractive live football in safe and modern facilities in their locality or region.
- Competitions which achieve higher and higher levels of football quality.
- Secure competitions that can continue to fund the development needs of European football into the future, through UEFA and the member associations.
- Higher and higher levels of education and training at all ages and levels, including a strong link between professional players and their training club(s).
- A full understanding of the Laws of the Game by players, coaches, match officials, the media, the football public and all other relevant individuals.

- A fixed international match calendar, and a balance between national team and club football that would be accepted as a just and equitable balance by all parties.
- Professional players proving to be ideal role models.
- A framework guaranteeing optimal mental and physical conditions for the players.
- Associations controlling and managing all levels of refereeing.
- Refereeing of such good quality and a prevailing sporting culture and mentality leading stakeholders to accept that mistakes are part of the game.
- Full respect for all match officials at all levels.
- No shortage of referees or assistant referees.
- Women's football of optimal quality and accepted on its merits.
- As many women playing and watching football as men.

3.1.4 Off-field issues and key stakeholders

In an ideal world there would be …
- Full understanding by UEFA of the different needs, views and wishes of the different stakeholder groups.
- UEFA setting even higher benchmarks in the organisation and commercialisation of its rights and competitions.
- Central selling of core rights on all levels – thus ensuring solidarity at source – and distribution mechanisms which guarantee an equitable distribution of wealth.
- An ongoing, growing, increasing legacy to Europe from UEFA and the European football structures – new facilities, new investment each and every year to those most in need, in accordance with football-driven Assistance Programmes.
- A sport clean from corruption at all levels.
- A sport clean from doping at all levels.
- Financial stability, especially in the professional game.
- Properly-functioning systems of player registration and movement at global, European and national levels, recognising fundamental principles such as stability of and respect for contracts, training compensation, sporting integrity of competitions, protection of minors and solidarity.
- Intermediaries and advisors in professional football who are properly regulated, act ethically and do not distort sporting values.
- All clubs legally structured and governed in ways that prioritise sporting objectives above financial and other objectives.
- All clubs controlled and run by their members – e.g. supporters – according to democratic principles.
- A supporter culture which, whilst passionate, rejects violence, hatred and discrimination of all kinds, and incorporates fair play and respect for opponents and others.
- Trade unions of employees which are properly representative, democratic, professionally and ethically led and run, prioritising football and the long-term and overall health of the sport.
- No multiple control of clubs playing in, or qualifying for, the same competitions.
- Mutual respect and solidarity between associations, leagues, clubs and players at all levels of the pyramid.

4. PHILOSOPHY

This section describes what UEFA stands for, what UEFA believes in and what our cultural values are. If all UEFA people adhere to this philosophy, then we can achieve our vision.

4.1 UEFA's philosophy
- Football is UEFA's raison d'être
- UEFA is an association of associations based on representative democracy
- The football family must remain united

4.1.1 The world
- Football should be a good citizen within society and the political world.
- To the rest of the world, football should stand for integrity, sportsmanship and loyalty – in accordance with the principles of fair play.
- Football is a sport first and foremost and football is UEFA's priority in everything that we do.
- Ultimately football is a force for good – it should make people happy!
- As a team sport, football's – and UEFA's – values include teamwork, integration, solidarity, and individual self-sacrifice for the common good.
- Football is entertainment, it is educational, it is part of European culture, it keeps people healthy and fit, it is a valuable activity for society.
- Football can have an important role to play as a democratic showcase by helping people, through the democratic football structures, to organise themselves and participate in organised society – football should be open to everyone at all levels.
- Football is able to work in different legal contexts as long as the autonomy of the football movement and its structures are respected.

4.1.2 The football world
- UEFA should "deal with all questions relating to European football" – as stated in the current UEFA Statutes.
- European football is structured as a pyramid and, as with any pyramid, a strong base is the only way to ensure a strong apex.
- Within football, one specific part – elite and professional football – is not only a sport but also a business, but sporting and ethical values should always be preserved and prioritised.
- Elite, professional, semi-professional and amateur football are inextricably linked through the pyramid, and each level supports the other levels.
- There is a magic thread running through the whole of football, from the most unknown player to the best player in the world – this link and chain should never be broken since it is a key component of the magic of football.
- Clubs releasing players to national teams is a form of solidarity that has existed since the creation of football – this is UEFA's main source of funding for grassroots football in Europe and must be protected.
- UEFA speaks for the whole of European football.
- Money is never an end in itself – it is always a means to an end. In UEFA's case this means achieving our vision and fulfilling our purpose.
- UEFA must always strive to keep the football family together.

4.1.3 European football – governance and structure

- UEFA is an association of associations based on representative democracy where the congress is the supreme controlling organ of UEFA.
- Representative democracy is based on one member one vote and where the regional association represents football as a whole in that region, the national association represents football as a whole in that country, UEFA represents European football as a whole, and FIFA represents the global football family.
- Within the European football pyramid, the individual is the basic cell – individuals are members of clubs which are members of associations which are members of UEFA, with FIFA on top governing the global issues.
- As an association of associations, UEFA's philosophy is one of subsidiarity, delegation, and empowerment of the national football associations – federalism rather than centralism.
- UEFA believes in, and has a responsibility for, developing not only itself but also its members – their competences and capabilities.
- One member one vote is a founding principle of UEFA, whilst the reality must also effectively reflect the range of membership and the weight and contribution of the different stakeholders.
- Separation of powers is an important principle for the effective functioning of UEFA – therefore the Organs for the Administration of Justice are independent from the legislative and executive organs of UEFA, and the line between the Executive Committee and the Administration is also clear and distinct.
- Specific aid and assistance should help member associations with the greatest need.
- UEFA believes that the football structures should be constructed, as much as possible, with properly functioning, clean democracies including consultative structures open to all key stakeholders.
- In order for the football family to justify both its autonomy and the specificity of sport, and to maintain our legitimacy as governing bodies, we need properly functioning clean democracies with transparent principles.
- UEFA and national associations have a natural position of power when it comes to regulating football – this power must not be abused.
- UEFA also has a unique position with regards to being the exclusive organiser of the official European football club competitions – this was always the case historically and it is only by virtue of this fact that UEFA can effectively regulate European football.
- Solidarity at all levels, but it is important to distinguish between solidarity and charity – there is a big difference. UEFA has a central role in ensuring the essential solidarity between the various levels of sporting practice which co-exist – from recreational to top-level sport.

4.1.4 UEFA as an institution

- UEFA is an association of associations and will stay that way for the foreseeable future.
- UEFA belongs to its members, not the other way around.
- UEFA is proactive not reactive. UEFA aims to shape and drive the debates and issues – to set the agenda.
- The style of UEFA is to lead, be authoritative with gravitas, be understated, discreet, tactful, respectful and its people do not indulge in self-promotion.
- UEFA does not make judgements based on who people are or what people say but rather on what people do.
- UEFA is non-political and non-religious.

- UEFA is straight, incorruptible, transparent and aims to lead by example. Transparency is one of the key tools to avoid corruption. UEFA has never been accused of corruption and is proud of this fact.
- UEFA operates with a modern governance structure where there is a clear separation between policy and execution, and the UEFA President has a leadership role in accordance with the Statutes (Article 26).
- UEFA's position, power and success have been built on this modern structure of good governance which separates policy from execution.
- In order to work as efficiently as possible UEFA operates according to a principle of delegated power, with checks and balances to make sure that decisions are always taken in a proper way.
- UEFA exists to lead, to serve, to continuously improve in all areas, and to be ahead and set the benchmark in everything that it does, therefore always reducing the attractiveness of alternatives whilst simultaneously locking knowledge inside UEFA.
- UEFA and the national associations are organisations that have a mixed political and commercial structure.

4.1.5   On-field issues and competitions
- UEFA believes that promotion and relegation is an essential and intrinsic part of the European football pyramid.
- As a principle, qualification for competitions should be based on sporting merit.
- Maintaining a degree of competitive balance in competitions is, in general, a positive aspect but, by definition, there can never be 100% competitive balance within a pyramid system – UEFA uses sports rules to create fair competition on the field of play.
- The average overall quality of the competition is more important than the peak – the peak sets the standard to which the others aspire.
- The overall number of quality players, coaches, referees and others determines the quality of the competition.
- UEFA competitions are both an end in themselves as well as a means to an end – all UEFA competitions are development competitions.
- UEFA club competitions are built on top of the national competitions whereby the national competitions constitute the core competitions for clubs.
- European football is currently based on a system of domestic competitions and European competitions.
- "Less is more": for example, players should play a maximum number of competitive matches per season.

4.1.6   Off-field issues and key stakeholders
- No aspects of the financial pie can be looked at in isolation – the whole pie must be considered as a whole.
- Central not individual exploitation of core rights – thus ensuring solidarity at source – and distribution mechanisms which guarantee an equitable distribution of wealth.
- Whilst maximising our revenue, sporting values must always be preserved.
- UEFA never tries to turn the clock back but looks to the future.
- UEFA strives to develop and improve relations with all stakeholders on a continuous basis.
- By creating and managing effective structures for consultation and communication, UEFA aims to fully understand the different needs, views and wishes of the different stakeholder groups.

- Through constantly developing and improving our understanding of, and relationship with, key stakeholders, UEFA can start to build a common interest and common values so that the current democratic system functions better and is less vulnerable.

5. HISTORY AND KEY TRENDS

This section aims to answer two key questions:
1. to clarify why UEFA was created and its traditional tasks; and
2. to identify the key trends that have shaped – and are shaping – UEFA's history and development, including threats and problems for the future.

It is important that all UEFA people agree on a common history, because it is only by sharing a common understanding of the past that we can understand the present and plan for the future. It is also important that there is a common agreement on the key trends, threats and problems affecting European football.

5.1 UEFA's creation and its traditional tasks

A short summary of the history of UEFA can be made by answering four key questions:
- Why was UEFA created?
- Why is UEFA based in Switzerland?
- Why did UEFA adopt the legal form that it did?
- What activities has UEFA traditionally undertaken?

5.1.1 Why was UEFA created?

"*Since the first March 1955 our ExCo has held three meetings … Its main concern has been the founding of a European Club Cup.*" (Report on the Activities of UEFA 1954-1955).
- UEFA was created by the European national football associations as an association of associations based on representative democracy.
- The first main reason for UEFA's creation was to organise competitions for national teams and clubs in Europe – the latter following proposals from clubs and the idea and plan of the French newspaper *L'Equipe*.
- This involvement with club football is an important distinguishing feature between the confederations and FIFA. UEFA now has 50 years' experience of organising international club competitions annually, including some which are considered to be global benchmarks in sport.
- FIFA expressly stated at the outset that it must be UEFA which ran the club competitions in Europe: "*… the ExCo of the F.I.F.A. declared that this competition could only take place if it was directly organised by the European Union [UEFA]*" FIFA, on the other hand, organises the number one global sporting event – the quadrennial FIFA World Cup Finals for national teams.
- Therefore, from the very first day there has been a need for a continual direct dialogue and contact between UEFA and the clubs. It is for this reason that the creation of the European Club Forum was a natural evolution in the relationship between UEFA and the clubs playing in UEFA competitions.
- The second main reason for the creation of UEFA was to counteract Europe's declining influence within FIFA.
- The third main reason was to provide a focal point for a united European football movement.

5.1.2 Why is UEFA located in Switzerland?

- After early beginnings in Paris, UEFA moved to Switzerland in 1960. Switzerland was, and still is, a neutral and politically stable country. The context of the Cold War also made Switzerland more attractive, acting as it did as a kind of safe haven of neutrality between the two developing blocs of

East and West. The Council of Europe was still very young, and so Strasbourg was not a logical location. The European Community, as it was then, still had a very limited number of members, and so Brussels was not a logical location either.

- Furthermore, there were legal advantages to setting up in Switzerland. Under the Swiss Civil Code, an Association enjoys both a large degree of flexibility that is not available under other legal frameworks and favourable fiscal conditions.
- Therefore, Switzerland was a natural place for UEFA to settle. Many other International Non-Governmental Organisations are also based in Switzerland for similar reasons.

5.1.3 Why did UEFA adopt the legal form that it did?

- UEFA is a non-profit-making association in accordance with the Swiss Civil Code. According to the UEFA Statutes, UEFA "*shall be a society entered in the register of companies under the terms of Art. 60 et seq. of the Swiss Civil Code.*"
- This form provides sports associations such as UEFA with a large degree of flexibility and autonomy for managing their own affairs.

5.1.4 What activities has UEFA traditionally undertaken?

The main activities that UEFA has traditionally undertaken include:
- promoting, protecting and developing football in Europe – both on and off the field – through effective rules and regulation;
- owning and managing the European national team final rounds and the club competitions;
- solidarity – distribution of wealth;
- commercialisation of rights;
- dealing with European player transfers and other disputes between members;
- representing the whole of European football within the global football family;
- representing the global football family at the level of the European political institutions;
- acting as the "locomotive" of world football by taking the initiative and leading on specific issues – for example, by developing the first international match calendar in the 1990s.

- UEFA's primary role has always been to promote, protect and develop European football at every level of the game and to promote the principles of unity and solidarity. This has happened both on and off the field – for example, UEFA has traditionally protected the game on the field and improved its quality through severe disciplinary sanctions and ensuring the autonomy of match officials. UEFA has also been strongly involved in developing the quality of refereeing.
- UEFA has commercialised rights from the beginning. Following the spectacular growth in TV and other income over the last 10-15 years, this has allowed UEFA to start to fulfil its primary role much more effectively.
- Dealing with European player transfers was not one of the original purposes of UEFA's creation because there were very few international transfers until the latter part of the 20th century. From 1979 and through the 1980s until 1995 (Bosman), UEFA dealt with international transfer disputes and operated a well-functioning arbitration system. FIFA accepted that UEFA operated this system in Europe, but since 1995 the system has been operated in Europe by FIFA.

5.2 Key changes and trends

- Fifteen key trends/changes have been identified as shaping UEFA's evolution. These are listed below. The majority of these changes/trends affect all levels of football – for example, elite, professional, semi-professional and amateur football. Others may primarily affect only one area – like professional football for example. Some can be seen as positive, some as negative, some as both positive and negative, and some as neither.
- The practical purpose of listing these key changes/trends is two-fold. Firstly, it is to agree on the history in terms of what has been important in UEFA's development.
- Secondly, it is to establish a list of the root causes of so many of the other effects and phenomena that we can witness in European football – especially the problems and threats. We will always be forced to deal with symptoms, but if possible we should address the causes – so that the symptoms are reduced.
- Therefore, if we can identify a list of the root causes of problems and threats – then we can try to address them. This is also the difference between being proactive and reactive. Being proactive is finding the real root causes of phenomena and dealing with them – being reactive is reacting to their symptoms and effects.

5.2.1 Geopolitical developments

There have been notable developments, including the following:
- significant expansion of UEFA membership, especially in the period between the mid 1980s and mid 1990s, due principally to the changes in the former USSR, Yugoslavia and Czechoslovakia;
- the development of the European Union.

Both of the above two developments have had a significant impact on European football – impacting on many of the other key trends listed. For example, the expansion of UEFA membership has led to the restructuring of UEFA competitions. The development of the European Union has led to an increasing number of legal decisions.

5.2.2 Social changes

European society has changed quite radically in the last 50 years. In particular, the following trends can be observed as having impacted on European football:
- an increase in both the material wealth – in absolute terms – of the European population, and an increase in materialist and consumerist outlook;
- a polarisation of wealth, in absolute terms, between people in different parts of Europe, meaning, for example, that Western consumers have much higher disposable income that, in turn, can result in increased revenue for football in that region;
- an increase in alternative leisure pursuits – for example: computer games;
- whilst many Europeans suffered from poor diet in the 1950s and even after that, in some countries the problem has now become the opposite – for example: obesity, unhealthy eating and sedentary lifestyles;
- ageing populations – for example: low birth rates in many UEFA member countries;
- new means of transport, notably the development of the motor car, but also largely increased air traffic;
- atomisation of society – people becoming more individualistic;
- time pressure – people have more options for how to spend leisure time;

- violence, hooliganism, racism and different types of anti-social behaviour throughout society;
- mutations and evolutions of sport in reaction to societal trends; for example, sports changing their rules in accordance with the wishes of TV/sponsors (in football the growth of futsal and beach football can be observed in this category) – other activities have appeared which blend sport with adventure;
- the growth of women's and girls' football has been very significant over recent years and looks set to continue.

5.2.3 Facilities

Several key developments have taken place over time. These include the following:
- widespread construction of municipal facilities or, conversely, the depletion of public resources – for example through sale of school or municipal sports facilities or the disappearance of state support in some former communist countries;
- a series of disasters and other problems at football grounds over time, including significant loss of life;
- increase in safety, comfort and facilities at football stadiums for professional football matches – notably the achievement of fence-free stadiums by UEFA;
- increase in knowledge and good practice as regards ensuring security at professional football matches;
- widespread development in some countries of modern, more comfortable, stadiums for professional football matches – often including corporate hospitality facilities;
- significant increase in the quality of both natural and artificial turf;
- decrease in playing spaces for many people, especially children, in an increasingly urbanised Europe – in other parts of Europe, space may not be the problem but rather a lack of resources;
- large-scale funding projects organised by the international football bodies like FIFA and UEFA with the HatTrick, Goal, FAP, EEAB and Kiosk projects. Such projects have funded national association HQs, training centres and other facilities and projects.

5.2.4 Change in values from sporting to financial/commercial values

- This change affects every aspect of European football. It has been happening over a long period of time and reflects the development of society in general. There are various economic, political, sociological and other explanations behind this trend.
- The manifestations – or effects – of this trend are numerous and are covered elsewhere in this document. Nevertheless, the principle effect of this trend is that, gradually, sporting and ethical values are being eroded under increasing commercial/financial pressures.

5.2.5 Change in structure, ownership/control and objectives of professional football clubs

- This is an area that is closely linked to the change in values, and both are partly causing the other.
- In many countries, professional clubs have changed from the non-profit-making association form to a limited company (in England in the 1890s, in Italy in the 1960s, in Spain in the early 1990s, etc.) sometimes followed by a stock-market listing. Such changes were often made for good reasons for those imposing the decision, but not always with good results for football.

- The proportion of owners in football looking primarily for financial returns has increased.

5.2.6 Increase in revenue

- There has been a massive increase in revenue coming into European football – both in absolute and relative terms. This increase has been especially noticeable since the 1980s. The causes have been various but are fundamentally linked to factors such as:
  - development of new technologies – principally TV, which then developed into advertising-funded TV and then pay-TV;
  - realisation by media companies that sport, and football in particular, represents "killer content" that is fundamental for their existence;
  - deregulation and privatisation of the former state TV monopolies;
  - growth of the European economy as a whole;
  - increase in disposable income available to people in Europe;
  - increase in leisure time available to people;
  - professional and specialised organisational administration within professional clubs;
  - globalisation and the interest of new regions, such as Asia, in European football;
  - better football and better facilities;
  - increased emphasis and spending on forms of marketing;
  - underlying social factors and sociological phenomena.
- This increase in revenue has occurred at both national and international levels and has had a massive effect on football – both good and bad. Good because, for example, it funds many new projects and development programmes; bad because, for example, paradoxically, the increases in revenue are perhaps the biggest cause of financial problems in the professional club game.

5.2.7 Development of professionalism

- Professionalism has developed in many countries only recently.
- The development of professionalism has meant that quality football – as a form of entertainment – is now available in far more locations/communities than before. It has also meant that the sport has been able to reach new levels of technical quality.
- Other effects of the development of professionalism include the development of an international player transfer market, which previously did not exist.

5.2.8 Legal decisions

- There have been a series of important legal and regulatory decisions affecting European football, many of which have been due to the development of the EU.
- These legal decisions have been taking place at both national and international level. Key decisions at national level include, especially:
  - individual, rather than central, selling of commercial rights; and
  - enforcing the conversion of sporting associations into limited companies.
  Such evolutions have significant effects not only at national level but also at international level.
- At a European – and often that means EU – level, key milestones and events in this trend include the following:
  - Walrave (1973) – sport as an economic activity
  - EU: Single European Act (1986)

- Television without Frontiers Directive – listed events (first adopted in 1989)
- EU: Single European Market (1992)
- Bosman (1995) – transfer compensation and nationality restrictions
- Lehtonen (2000) – transfer deadlines
- Deliège (2000) – national teams
- Nice Declaration (2001) – following the Amsterdam Declaration (1997) and the Helsinki Report on Sport (1999)
- Transfers settlement – various aspects of the transfer system such as contractual stability and player training (2001)
- UCL agreement (2002) – recognition of the legality of centralised marketing of rights

- Many other decisions or cases such as Balog, Malaja, Mouscron, ENIC, disputes over Article 48 – blocked hours – and others have had a huge impact.
- There is increasingly less respect amongst stakeholders for the decisions of their sports bodies, and a tendency to challenge decisions in civil courts.
- The decisions at EU level have also helped shape a form of developing jurisprudence for sport. This is helping to provide a legal certainty, and a judicial recognition of both the specificity of sport and the autonomy of sports bodies that was missing in the past. In addition, the CAS was created, and UEFA adhered in 1997.
- There is a reference to sport in the proposed new EU Treaty, but how this would be interpreted and used in practice remains to be seen.
- In order to shape and develop the further evolution of sports law into the future, UEFA would have to lead the debate on several issues, including the following: club licensing, rights protection, image rights, trademarks, insurance, player registration and transfer issues, disciplinary matters.

5.2.9 Erosion of the solidarity principle
- This trend has seen the various solidarity mechanisms under attack and, in some countries, virtually disappearing altogether.
- At UEFA level, solidarity is still strong because of the strength of UEFA, but the trend has also arrived at UEFA's door – where, for example, elite clubs are currently asking for money for the release of players to national teams.
- At national level, the solidarity mechanisms in many countries have been slowly eroding over the years under pressure from some of the other trends highlighted. Originally, national associations normally exerted control over most rights, but then professional leagues were formed in many countries. These leagues started to take control of the commercialisation of rights and this has often meant that traditional solidarity mechanisms in favour of amateur football have been lost.
- In some countries, national regulators or legal bodies have taken decisions to allow individual – rather than central – commercialisation of rights such as TV rights. This often severely damages solidarity – both financially and morally.

5.2.10 Development of new technologies
- The growth of TV has been the single most important commercial factor in the development of European football.
- In addition to its role as a supplier of revenue, TV has also played a very large role as a marketing and communications tool for football – a tool which remains somewhat unexploited by football.

- At first, sports fought to stay off TV, whereas, now, having started to understand its power, smaller sports pay in order to be shown. Football is one of the few sports that is fortunate enough to be on the other side of the divide – TV needs football, albeit elite football, more than football needs TV in this sense. Football also delivers a non-typical demographic for TV, which is attractive to advertisers – young males with high disposable income.
- TV, when combined with on-field performance, has also proved to be the main tool for developing the popularity of football teams nationally and internationally – brand-building in a different terminology.
- TV revenue has also radically altered the economy of European football, principally over the last 10-15 years. Historically, since professional football appeared in Europe the main revenue stream in football for professional clubs in Western Europe was always ticket revenue, at 90%+. Over the last 10-15 years this has changed and now the European football economy is based around national TV markets.
- Therefore, the revenue of the clubs and, to a lesser degree, the member associations, in the big TV markets is currently heavily orientated towards TV revenue, whereas clubs or member associations located outside large TV markets derive a much lower absolute and relative amount of their revenue from TV.
- The power of TV is immense and has shaped the sporting environment in many ways that are not directly financial, including:
  - affecting participation levels;
  - focusing on decisions of match officials;
  - putting the game as a whole in a positive – or a negative – light; and
  - changing whole competition structures as well as, on a more detailed level, kick-off times and other traditions.
- We must now pose the question – is there too much football on TV for the health of football?
- What is currently termed as new media has evolved over the last decade and, whilst currently not constituting high amounts of absolute revenue, has started to change the shape of the media and rights environment of football.
- There is an evolving trend, which should continue into the foreseeable future, where it is the moving image – not the distribution channel – which is the key question regarding rights.

5.2.11 Player/Agent power
- In all professional sports, sports economists have proved beyond doubt that player salaries rise and fall in relation to revenue, or expected revenue, but there can still be major problems if the relationship between revenue and player salaries is not effectively linked. Player salaries are the single biggest cost in professional football.
- In recent years the amount of bargaining power held by players – both collectively and individually – has risen significantly. Legal decisions such as Bosman have proved a catalyst, but so has the increase in revenue. This has encouraged many agents, advisors and lawyers to attach themselves to players and clubs. This area has been more or less unregulated in European football to date, despite the existence of regulations. Vast sums of money have been effectively "lost" to football.
- In addition to being represented by agents, players in some countries are also sometimes members of trades unions. The rise of player unions, and their international association of associations – FIFPro – has had an impact in several areas, notably the transfer system.

- Despite the rise of power of players and their representatives, there is still a long way to go towards the level of power they hold in US sports and in some sports in the Southern hemisphere. In such sports, collective bargaining agreements (CBAs) made as a result of social dialogue between players and teams have been powerful tools for regulating the sport. However, whilst CBAs do exist on national level in some European countries, labour law is principally a national affair in Europe and so this has not translated to European level.
- Historically, football has had some unjustified restrictive practices towards players and this may still persist even in some parts of Europe.
- Now there is a truly international market for professional players, and players have a great deal of freedom of movement. This international market does not match the national market for revenue (of associations and clubs) and this causes financial instability.

5.2.12 Financial polarisation

- This trend is not unique to football and has been occurring in society in general. In simplistic terms the trend can be summarised by table 1 below:

Table 1:   Financial polarisation in European football

	Absolute terms	Relative terms
Rich getting richer?	Yes	Yes
Poor getting poorer?	No	Yes

Note: for the purposes of this table, we define "rich" as "high-earning" and "poor" as "low-earning".

- The result of such polarisation is that, for example, competitions may be affected by those teams receiving higher revenue having an increasingly higher chance of winning as the gap grows ever bigger.
- This financial polarisation has been exacerbated by legal decisions such as Bosman and by other trends such as the shift in power from associations to leagues to clubs.

5.2.13 Shift in power from national associations to leagues to big clubs

- There has been a shift in power from national associations to leagues to big clubs.
- The reasons for this shift are many, but include the following:
  - the objectives and the stakeholders that leagues, but especially clubs, need to satisfy are far fewer and so decision-making is quicker and responsibilities fewer;
  - because associations are part political part commercial entities – this can lead to political appointments within the administration. All things being equal, this leads to poorer performance by the administration when compared with purely commercial bodies;
  - other trends listed in this section such as the change in structure, ownership/control and objectives of professional clubs and the rise of professionalism.
- As a consequence of this shift, first the leagues said that the associations did not represent them, and then, in turn, the big clubs said that the leagues did not represent them. These changes have meant that UEFA's consultation structures have had to be radically and swiftly updated.
- Once the clubs had formed leagues, a natural need arose for UEFA to create and maintain a direct contact – for example, when co-ordinating schedules for

domestic and international club competitions in those countries where the association had delegated this task to the league. Another area requiring direct contact between UEFA and the leagues is that of employment issues – where the leagues normally represent the employers. Therefore, a Memorandum of Understanding was signed with the major professional leagues in 1998 to govern this relationship.

- Subsequently, the European Club Forum was also created as a consultation and relationship structure for those clubs participating most frequently in the European club competitions – with membership of the forum based on objective, democratic, sporting, transparent, non-elitist criteria.

- Therefore, UEFA has had to evolve into a situation where there is a direct relationship with these particular club groupings – and such direct contact may also need to be made with other important stakeholder groups, such as player unions or supporter groups. In both the case of the clubs and that of the leagues, such direct contact was only formalised at the end of the 1990s.

5.2.14 Development of and changes to UEFA competitions

- Linked to the increase in revenue mentioned above, UEFA has been able to introduce a whole range of development competitions, although UEFA has run youth competitions since the beginning. Most of these tournaments would not be possible without funding support from UEFA – of all the tournaments that UEFA runs, only two generate surpluses, while another two or three break even. The rest require subsidies from other UEFA activities.

- At the other end of the scale, the two main revenue-generating competitions are the EURO and the UCL. The development of the EURO has proved vital since it has become the main source of funding from UEFA to the member associations and therefore to grassroots football. It grew significantly as a tournament in the 1960s and 1970s, before doubling in size from 8 to 16 teams in 1996 following the expansion of UEFA membership.

- As regards club competitions, following the difficult introduction of the away-goal rule and fixed kick-off times in the late 1960s, the main club competitions were fairly stable right through to the early 1990s, when there was a significant change when the European Champion Clubs' Cup became the UCL, incorporating a league format.

- Subsequently, another change was made in 1997, when more than one team per country was allowed to participate – although this had always been the case in the UEFA Cup – and after that a higher proportion of teams from the largest countries have been allowed to compete since 1999.

- These changes to the club competitions have had big effects – generating revenue for the benefit of all of European football on the one side, whilst changing the nature of Europe's premier club competitions on the other side.

- UEFA has come to command much of its regulatory power by virtue of being owner-manager of the main European club competitions. This is because one fundamental change has occurred as regards the club competitions. In 1955 the European Champion Clubs Cup was an end in itself – a tool to define and decide a European Club Champion every year. In 2005 the UCL is not only an end in itself but has also evolved as a means to an end – because it now not only determines the European Club Champion but it also ensures solidarity as well as promoting, financing and protecting European football.

5.2.15 Political intervention and co-operation

- There has been a significant trend for the State to intervene in the associational life of football. This has occurred mainly at national level, but this trend can also be observed internationally, notably in the EU/EEA area.

- This intervention takes many forms but ranges from, at one end, simple exertion of pressure to, at the other end, issuance of laws which prescribe even the make-up of the congress and executive committee of member associations – in direct contravention of FIFA and UEFA Statutes.
- Often, such intervention takes place because of a malfunction of the football system in that country. If the football system in that country were a properly functioning, clean democracy respecting certain principles, then the chances of such intervention would be greatly reduced.
- There have also been many cases of football and the political authorities working hand in hand.

5.2.16 Conclusions

- Perhaps the most striking point about the above list is that several of the points are strongly related. The events/trends that we can identify rarely have a single cause and are often also the cause of other trends. It therefore becomes difficult to separate cause from effect.
- What this means is that there are not single isolated trends or events – there is in fact a global picture. Graphic 2 below attempts to illustrate this global picture.

Graphic 2:   Key trends in European football: global picture (illustrative)

Key: Cause → Effect   / Cause & Effect ↔ Cause & Effect
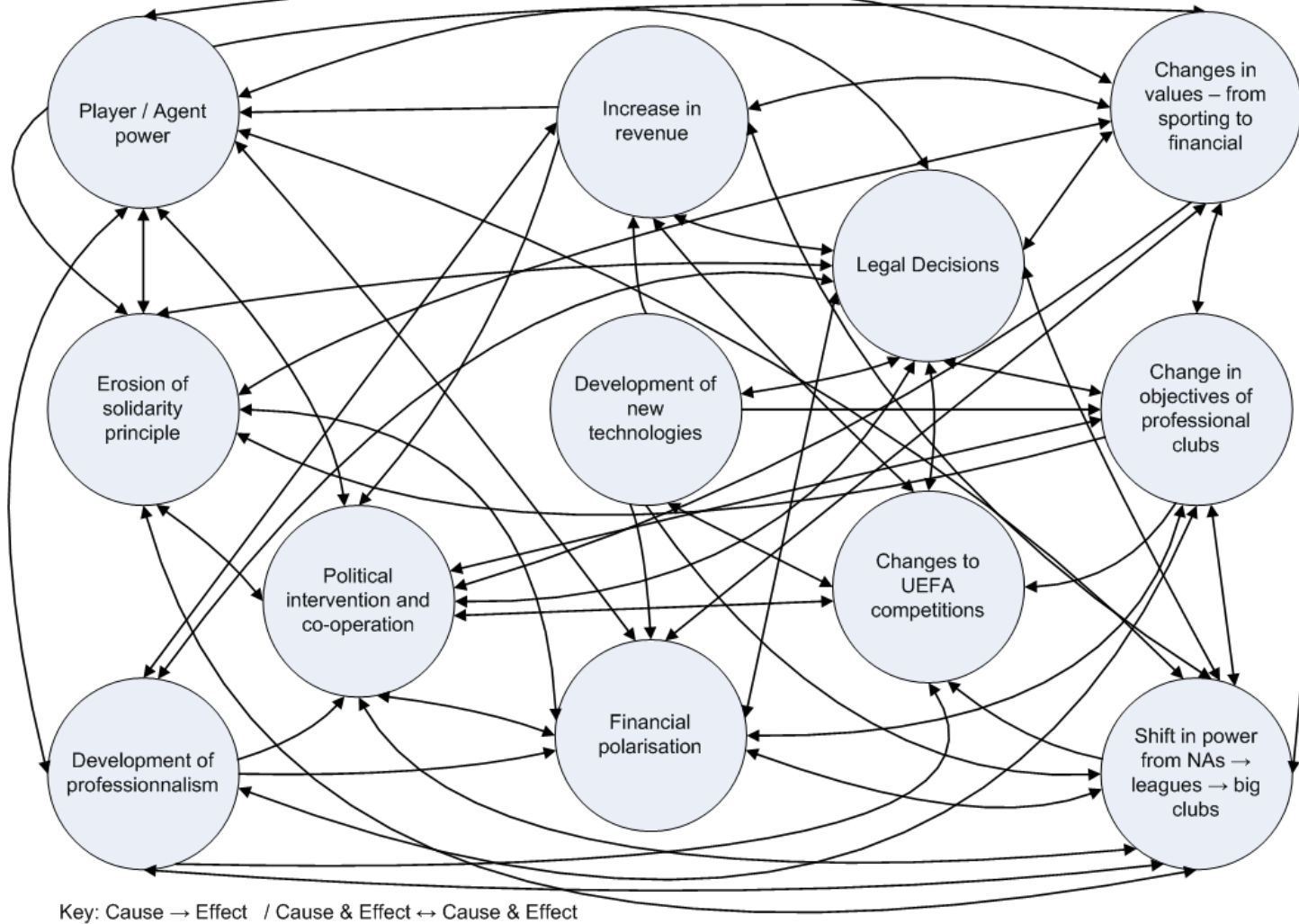
- The initial main conclusion from Graphic 2 is the complexity of the situation. What this complexity means in practice for UEFA's strategy is that we could try and isolate specific trends and address them – especially the ones that can be classified as problems, or threats, for European football. But how can we address an individual problem if it has several causes? And, similarly, how can we address an individual cause if it, in turn, has several causes? This leads to the conclusion that, if there is a global picture, it will require global solutions.

The previous four sections have dealt with critical areas for the future of European football and UEFA. Based on the preceding sections, the next section details strategic options which are open to UEFA over the coming decade.

6   STRATEGIC OPTIONS

Three main areas are outlined below, containing a total of eleven strategic issues that were not explicitly covered already in the previous sections. For each key issue, the Executive Committee and Chief Executive developed a preferred option to recommend to Congress, subsequently approved, for the top-level strategic direction of UEFA and European football over the next ten years, in accordance with – and in addition to – the agreed Purpose, Vision, Philosophy, and History and Key Trends.

6.1   European football
It is a founding assumption that UEFA is an association of associations based on representative democracy.

6.1.1   Overall purpose and structure of UEFA
Selected option: UEFA should remain an association of associations. There are several main consequences of that, most of which are covered elsewhere. One significant consequence to highlight however is that the Executive Committee of UEFA should remain composed solely of national associations.

Rationale: National associations are the owners of UEFA and therefore the decision-making bodies should reflect that. Nevertheless, other stakeholder and interest groups must be involved in the decision-making and/or consultative process, and consequently UEFA must develop effective structures and relationships with such groups.

6.1.2 Division of tasks between UEFA and the member associations: grassroots and amateur football
Selected option: UEFA should expand its co-ordinating and monitoring role, but the majority of tasks in this area should continue be fulfilled by the national associations.

Rationale: National associations are in the best position to define their own needs and strategies regarding access and participation at grassroots/amateur level, depending on their own situation and context. In addition, UEFA does not have the sufficient headcount to divert significant resources to an increase in direct UEFA activity in amateur and grassroots football.

There may be areas – mini-pitches for example – where UEFA is able, or required, to take direct action in this area on a Europe-wide level. However, in general UEFA's role should be a supportive role – one of an indirect, but proactive, facilitator of action by the national associations, for example through:
- Best practice: gathering and disseminating best practice and project ideas from and between members, for example by elaborating charters and conventions in different areas (coaching, children's football, refereeing, etc.);
- Education: for example in the area of coaching, by "training the trainers";
- Financing: through the revenues generated by the top UEFA competitions;
- Lobbying: for example with political bodies; and
- Control and monitoring: for example through follow-ups on how successful different funding projects, such as HatTrick, have been.

6.1.3   Structural link between the different levels of football
Selected option: UEFA and European football should continue with all levels of football – elite, professional, semi-professional and amateur – bound together as part

of the same pyramidal structure. There should be no franchising and no encroachment on the fundamental principle of a link from top to bottom of the pyramid.

Rationale: The US model is appropriate in the US context, whereas in Europe sports federations have a central role in ensuring the essential solidarity between the various levels of sporting practice, from recreational to top-level sport. This is not only financial solidarity, but also sporting, moral, structural and other forms of solidarity. In order to most effectively achieve this essential solidarity, the pyramid must stay united. The two different models are illustrated in Graphic 3 below.

Graphic 3: Difference between European & US models of sport (illustrative)
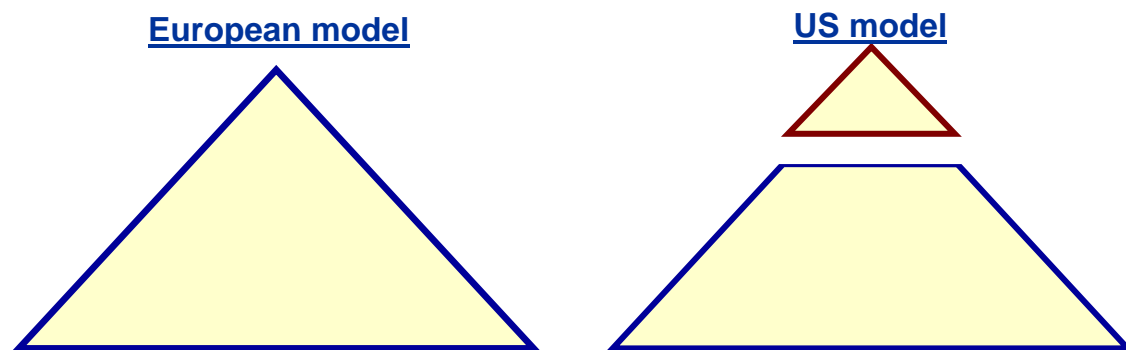
6.1.4 Increasing the levels of democracy, transparency, capability and capacity of UEFA and its member associations

Selected option: Implement the Top Executive Programme as the first main step in achieving this. Then evaluate the Programme on completion before taking further steps. Examine and implement other ways to increase and enhance the democratic and transparent principles and also the capabilities and power of member associations.

In addition to the Top Executive Programme, UEFA and the member associations must take, and are taking, several actions concurrently – implementing projects and taking steps to enhance the capabilities and power of both UEFA and the member associations. These include the following areas, some of which are examined in more detail elsewhere:

- Best practice: UEFA acting as facilitator and disseminator for spread of best practice amongst member associations – the Top Executive Programme is the first main step in achieving this;
- Education: educating both internal and external stakeholders about the football structures, but also raising standards within the football family – for example via the HatTrick Education programme;
- Sports rules: which can be used to implement solidarity between and within associations and clubs;
- Regulation: such as the UEFA Club Licensing system, which can reinforce the regulatory capabilities of associations and improve football overall;
- Increasing transparency, accountability, absence of corruption, democracy and solidarity at all levels of the pyramid;
- Continuously understanding, educating and communicating with all stakeholders – and creating and developing consultation and dialogue structures with all key stakeholders to ensure that their input is fully

understood and incorporated into decision-making process (see separate section below);

- Rights: a proper control and degree of certainty over the rights that UEFA and its members own and control;
- Research, analysis and planning; and
- Always being ahead, always being first, always leading by example, and setting the benchmark in as many areas as possible.

Rationale: UEFA – and the overall football system – will only be as strong as the national associations who make it up. Therefore, the functioning of the system at all levels of the pyramid should be improved on a continuous basis.

There is pressure from both inside and outside the football family for some member associations to modernise and be more efficient – and for many it is also considered a necessity.

There is also the trend of a shift in power away from national associations as has already been observed. This is illustrated, in simple terms, in Graphic 4 below.

Graphic 4:   Changes in power distribution (illustrative)
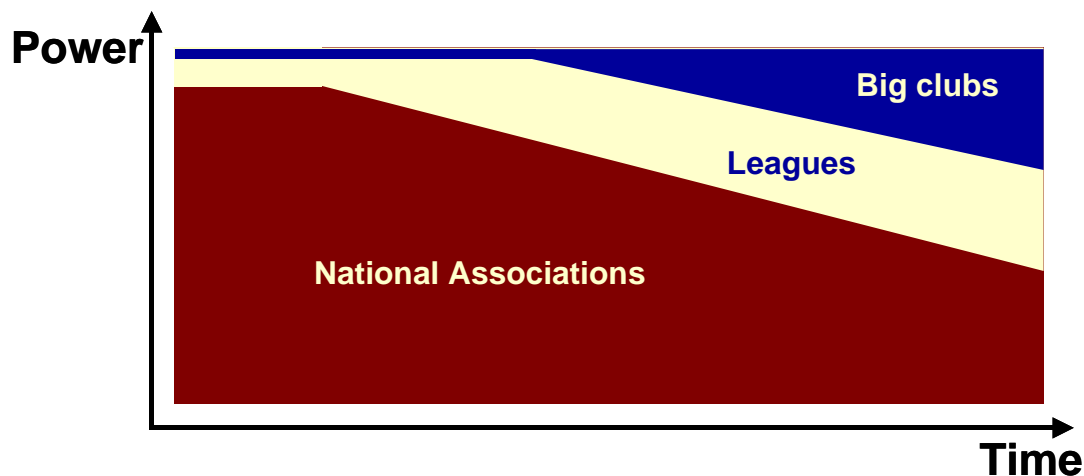
6.1.5 Approach towards stakeholder groups

Selected option: Dialogue, not defence – UEFA should continue updating and modernising the football family structures and relationships in order to incorporate the views of key specific stakeholder groups into UEFA thinking and decision-making.

Rationale: As a principle, a better relationship with key stakeholders, and a better understanding of their views, makes it easier to communicate, easier to educate and leads to better decision-making. It also leads to greater support for the current structures in times of difficulty or tension.

The current overall football system, and all the benefits that it brings when it functions effectively, can only survive into the long-term future if it evolves and updates its structures to take into account new realities. That does not mean that founding assumptions or key principles – remaining an association of associations for example – need be compromised or need to change, but it does mean that structures, activities and relationships at all levels need to continuously improve.

Graphic 5 below illustrates UEFA's stakeholders. By illustrating their proximity to UEFA itself, the map also partly reflects the priorities – with the exception of the European Union which currently occupies a position closer to the centre.

Graphic 5: UEFA's stakeholders

In recent years there has been an evolution towards a modernisation of the European football family structures. This has happened in at least three ways:

1. internally to UEFA: with the implementation of Project FORCE UEFA has been able to operate with a much faster decision-making process. This is because of a clearer separation of policy and execution, and also because of structural changes. For example, the committees and panels have important advisory roles to the CEO, as well as acting as an important interface for the national associations with the UEFA Executive Committee and Administration. These internal structural changes mean that UEFA is now much more flexible and responsive to stakeholders and the changing environment.
2. externally to UEFA within the football family: with formalised relationships being developed with such key stakeholder groups as the leagues, the clubs playing in UEFA competitions and player representatives.
3. externally to UEFA outside the football family: for example via the much-improved relationship with the EU institutions, notably through the work conducted with the European Commission to reach agreements regarding the transfer principles and the central selling of rights, but also via the opening of the EU representative office and the increase in activities in that area.

Although currently the waters in European football appear calm, it is sure that major challenges lay ahead – some identified in the previous sections of this report and some no doubt unidentified. There may be some form of breakaway challenge to the current structures in future, although UEFA is constantly working to reduce its likelihood.

Therefore, the football family structures need to continue evolving in order to stay one step ahead of the changing environment and possible events.

6.1.6 Political intervention in football

Selected option: UEFA and the member associations to work towards full independence and autonomy for the football family. A formal policy should also be elaborated in order to:

- ensure members are treated in the same way;
- identify certain types of political intervention/influence as clearly prohibited;
- identify other types of intervention/influence to be treated on a case by case basis, taking into account the request of the member association concerned;
- ensure that any actions are well co-ordinated with FIFA; and
- to recognise that the political authorities also play an important role as a partner in supporting European sport/football.

Rationale: It is important that all members are treated in the same way when cases of political intervention occur.

In addition to the above actions, the adoption of standard statutes by member associations should assist the situation, as should increased transparency, accountability, absence of corruption, democracy and solidarity as discussed elsewhere.

### 6.1.7 Approach towards financial issues

Selected option: Develop global solutions to the different questions relating to finance, funding and distributions in European football.

Rationale: As a general approach it can be stated that:

- UEFA has an obligation to take specific measures regarding wealth in European football, to:
  - avoid instability and
  - avoid polarisation
- Separate decisions cannot be made for individual parts of the overall picture – global solutions are needed;
- The pressure from clubs and leagues for more financial resources will not disappear;
- UEFA must proactively seek global solutions to the issues of rights ownership and control, and to increase UEFA control over its own rights and products; and
- UEFA's role is to safeguard financial solidarity within European football.

The evolution of UEFA's sources of income are illustrated in Graphic 6 below.

Graphic 6:   UEFA sources of income since 1990
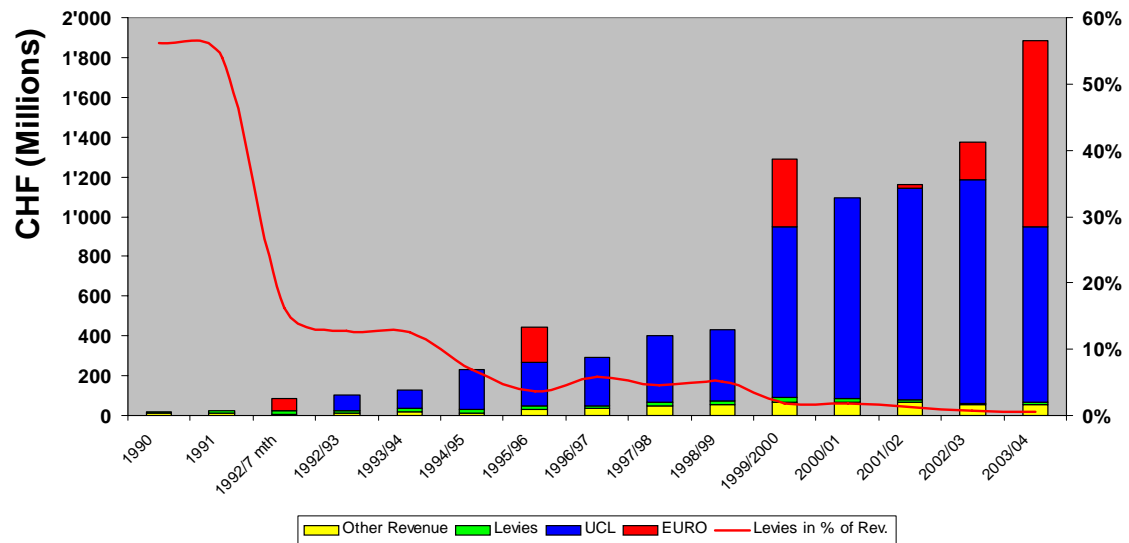
6.2   Europe and world football

6.2.1   Structure between FIFA and the confederations

Selected option: For UEFA to develop the co-operation with member associations, FIFA and the other confederations in order to be able to fulfil its own statutes.

Rationale: For historical and other reasons a governance model has evolved for world football which is illustrated in Graphic 7 below. If such a model should be modernised then this should not happen until after a discussion between the member associations, FIFA and the confederations.

**Graphic 7:   Current structure of world football**

6.2.2 Division of tasks between FIFA and confederations

Selected option: The division of competences between FIFA and UEFA/the confederations should be evaluated with a view to defining more clearly the different tasks and competences, and allocating them so that the tasks are completed in the most efficient way for football.

Rationale: Within Europe, there are many areas that work well currently, and there are also areas where there is duplication of activities or inefficiencies.

Graphic 8 below illustrates these activities in Europe, using some specific examples, mainly in the area of elite and professional football.

Graphic 8:   Activities in management of elite/professional football in Europe
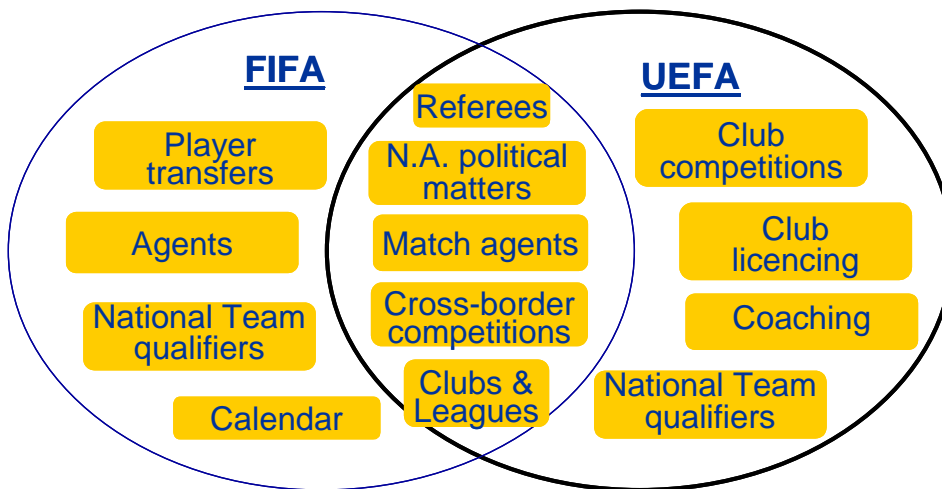
It is time to think whether European solutions are always best for the rest of the world, and perhaps different solutions in different confederations would be better for the development of world football.

6.3   UEFA and the other confederations

6.3.1 UEFA's relationship with the other confederations

Selected option: UEFA should co-operate, learn and exchange experiences in a proactive way.   The long-standing co-operation with CONMEBOL should be continued, the Meridian Project with CAF should be revised and enhanced, and the development collaboration with Asia should also continue.

As a principle:
- UEFA co-operation is available on the request of other confederations;
- Europe needs to learn from new experiences; and
- Best practices should be spread between the confederations – for example, to avoid European mistakes being made elsewhere.

Rationale: The world is becoming a smaller place, new sporting and commercial structures and strengths are appearing, players from all over the world are playing in Europe, and European club matches are increasingly popular outside of Europe.

DEFINITIONS

Words such as "Mission", "Vision" and "Strategy" tend to have different meanings for different people. The "Definitions" section is to ensure that everyone has the same understanding of the terminology used in this document.

Consideration should be given to whether any of the definitions below – for example "football" and/or "Association football" – should be formally incorporated into the Statutes.

Association football – "*the game controlled by FIFA and organised in accordance with the Laws of the Game"* (FIFA Statutes, 2004) and as distinct from "Rugby football".

CAS – Court of Arbitration for Sport, Lausanne, Switzerland

CBA – Collective Bargaining Agreement, normally made between representatives of employers and employees and an outcome of such "social dialogue"

Council of Europe – based in Strasbourg, created in 1950, 47 members. NB: this is a separate institution to the EU. www.coe.int

EEAB – Eastern European Assistance Bureau set up by UEFA in 1994.

EURO – UEFA European Football Championship, formerly "European Nations Cup"

European Commission – based in Brussels, the executive of the European Union. www.europa.eu.int

European Council – the 25 member states of the EU. www.europa.eu.int

EU – European Union, comprising its different arms such as the European Parliament, European Commission and the European Court of Justice. www.europa.eu.int

FAP – Financial Assistance Programme of FIFA.

Football – all kinds of football accepted or organised by Associations who are members of FIFA and the confederations, including Association football

F.O.R.C.E. – "*Football Organisation Redesign for the next Century in Europe*" (project which modernised UEFA's organisational structures, delivered in 2000)

Grassroots – includes youth football

HatTrick – UEFA Assistance Programme which assists UEFA member associations on specific projects using revenue generated by the EURO.

Philosophy – What does UEFA stand for? What does UEFA believe in? What are our cultural values?

Purpose – Why are we here? What is the *raison d'être* of UEFA?

Semi-professional – "non-amateur", or the vast mass of football in Europe which fits somewhere between professional and amateur. Definitions of "professional" and "amateur" vary from country to country, sometimes according to the legal framework.

Stakeholders – "*those individuals or groups who depend on the organisation to fulfil their own goals and on whom, in turn, the organisation depends*"

Strategy (strategic) – for the purposes of this project, "strategy" is defined as: "*the direction and development of European football over the next decade"*

Top Executive Programme (TEP) – modular programme with the aim of ensuring that initiative and control of European football remains with the member organisations.

UEFA – the entire institution i.e. all organs as defined in the current Statutes, not only the UEFA Executive Committee and/or the UEFA Administration

UCL – UEFA Champions League

Vision – "*Desired future state: the aspiration of the organisation*" . The ideal world according to UEFA – if we could start with a blank sheet of paper.