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UEFA EURO 2004™ NEWSLETTER

OCTOBER 2002



“Visitors will be surprised to discover how passionate we are about the game. We are born with football in our blood, in our genes. Football is a deep-rooted tradition that has run through generations and has been transmitted through entire families.”

LUIS FIGO

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Euro 2004, S.A.
Avenida da República, 53
PT-1050-188 Lisboa
Portugal

Phone: (+351) 21 799 2004
Fax: (+351) 21 799 2099

Editor:
Frits Ahlstrøm

Senior Writer:
Graham Turner

Design:
EURO RSCG DESIGN (Lisbon)

Layout / Setting:
Strøm & Streg (Helsingør)

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TEXTO EDITORA (Cacém)

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GENTLEMEN OF THE BOARD

Seven is the magic number at meetings of the Euro 2004, S.A. board of directors, on which UEFA has a four-to-three numerical advantage but Dr. Gilberto Madail, president of the Portuguese national association, is in the presidential chair. Dr. Mathieu Sprengers, the currently treasurer of UEFA, is the vice-chairman and the other five members of the board are, in alphabetical order, Ângelo Brou, Jacob Erel, Lars-Åke Lagrell, Paulo Lourenço and Lars-Christer Olsson.

However, there is also an 'observer seat' in the board room for Vasco Lynce, who acts as an informative link with the Portuguese government. And, of course, there are seats for Martin Kallen, Chief Operations Officer, and António Laranjo, Tournament Director.





 The Euro 2004, S.A. Board. Sitting (from left to right): Ângelo Brou, Mathieu Sprengers, Gilberto Madail and Lars-Åke Lagrell. Standing (from left to right): Martin Kallen (Chief Operations Officer), Lars-Christer Olsson, Jacob Erel and Paulo Lourenço.

Profiles of the Board Members



Gilberto Parca Madaíl

Born on 14 December 1944 in Aveiro
Economist (degree at Porto University)
Current president of the Portuguese Football Federation and chairman of the Euro 2004, S.A. board
Before heading the federation, was president of Aveiro's 1st division club SC Beira Mar and of the federation's General Assembly
Member of the Social Democratic Party; was Civil Governor of Aveiro for 8 years and a Member of Parliament for two periods: 1987-90 and 1995-97

“ When the Portuguese Football Federation submitted the UEFA EURO 2004™ bid, we knew we would be able to stage with dignity the most important UEFA event. Today, with the joint venture implemented at Euro 2004, S.A., I am sure Portugal will be proud of what will be achieved and will understand that football, once more, will contribute largely to the well-being of the population because UEFA EURO 2004™ is not an expense. It is an investment. ”



Dr. Mathieu Sprengers

Born on 24 May 1938 in Venlo
Graduated in Economics (University of Tilburg)
Began career as consultant in the small-business industry
After a spell as Managing Director of a wholesale company, spent 20 years as Chief Executive of a construction company
Chairman of the Chamber of Commerce in Limberg
During military service had been captain and lieutenant in Dutch Air Force
In football, became treasurer of VV Venlo in 1976; was president 1980-90
After serving on Dutch FA's finance and licensing committees, became president in 1993
Treasurer of UEFA since 2000; vice-chairman of the Euro 2004, S.A. board

“ A lot of people are working very hard to make the final tournament a resounding success. My personal wish is to help make the event as sunny as Portugal itself; to see the same high quality of football that we had at EURO 2000; and to create a special, happy atmosphere so that supporters from the north, south, east and west of Europe can have the time of their lives. ”



Lars-Åke Lagrell

Born on 20 January 1940 in Växjö
Started sports career at 13 as youth leader at IK Cyrus in Jönköping; chairman of the Småland District F.A. (1974-86) and board member at the Swedish F.A. (1980-85)
General Secretary of the Swedish F.A. from 1986 until becoming chairman in 1991
Vice-chairman of the Swedish Sports Confederation and County Governor of Kronobergs Län district of Växjö
Member of UEFA's Club Competitions Committee (1992-2000); UEFA Intertoto Cup Committee (1996-2000); UEFA Futsal Committee (1986-92), currently chairman of UEFA's National Teams Committee

“ I am convinced that Portugal, as a major European football nation, will organise UEFA EURO 2004™ in an excellent way. The venues will be ready in time and the whole country looks forward to the event. We will witness exciting games in an atmosphere, created by people who really appreciate high-class entertainment. UEFA EURO 2004™ will be fantastic. I can't wait for the opening match. ”





Ângelo Carlos Lopes Mont'Alverne Brou

Born on 5 October 1939 in Porto
Chemical-Industrial Engineer (Porto University)
Advanced Management Programme (INSEAD)
MBA in Management (INII - Lisbon)
Joined Euro 2004, S.A. after 8 years as National Director for Ciba-Geigy (1990-1998)
Executive Member of the Euro 2004, S.A. board and First Vice-President of Portuguese football federation.
Vice-President of Boavista Futebol Clube 1986-90

“ As a collaborator of the body which has been appointed to organise the event, I am very proud to contribute to a sporting and business-related success. Being Portuguese, I feel a great sense of joy in seeing my country hosting the third-biggest sports event in the world. As a citizen of the world, I would like to highlight the event as a social phenomenon which will help to remove barriers. ”



Paulo Manuel Marques Lourenço

Born on 21 May 1961 in Mouriscas
Lawyer (Lisbon University)
Executive Member of the Euro 2004, S.A. board
Prior to joining, was Director of BDO Binder & Co.
Currently President of the General Assembly of Lisbon-based club Desportivo dos Olivais e Moscavide

“ Euro 2004, S.A. has laid solid foundations for the organisation of the biggest event ever to take place in Portugal. And we are proud, as Portuguese citizens, to be the hosts of a tournament that will broadcast the name of our country all over the world. The European Football Championship finals in 2004 will be a great success – and something I shall remember forever. ”



Lars-Christer Olsson

Born on 6 February 1950 in Lövestad, Sweden
Degree in Leisure Industry and Public Sector Administration; Master's Degree in Business Management (Lund University)
Senior Management Consultant; implemented Project Management System for Tetra Pak before becoming General Secretary of the Swedish League (1990) and the Swedish Football Association (1991)
Tournament Director for EURO 92 in Sweden.
Joined UEFA in 2000 as Director of Professional Football & Marketing Division

“ I think we are about to organise the best football tournament and event ever, by bringing the strongest European national teams to merge with the outstanding passion for football among the Portuguese people. ”



Jacob Erel

Born on 26 July 1950 in Tel Aviv
Degree in Political Sciences & History; Master's Degree in Public Administration (Tel Aviv University)
Military reporter and press officer during military service with Israeli Defence Forces
Appointed General Secretary of the Israeli FA in 1976; became Chief Executive two years later
After 22 years in the post, joined UEFA in 2000 as Director of the Competition Operations Division

“ The Final Tournament of the European Championship is played every four years but it is a lifetime experience for all football lovers. UEFA EURO 2004™ will take place in the heart of a football loving country. Passion for football is in the nature of Portugal. ”



The game is the same but UEFA EURO 2004™ means

Tactical Revolution



PHOTOS: FABIO BOZZANI



The Euro 2004, S.A. Board, chaired by Gilberto Madail, during one of their meetings in Lisbon.

The final tournament of the European Football Championship in Portugal is laying new milestones in the development of the third-largest sporting event in the world. The changes are sweeping but, by and large, will pass totally unnoticed by the millions of fans who will be cheering on their national teams during the qualifying phase that has just got under way. The game is the same but, in administrative and organisational terms, for UEFA EURO 2004™ the team's strategy has changed

completely. For the first time, the organisation of the massive event is being conducted as a joint venture administratively spearheaded by two companies, Portugal 2004 SA and Euro 2004, S.A.



"It was something that struck me very forcibly when I was tournament director for the EURO 92 finals in Sweden," comments Lars-Christer Olsson, now director of UEFA's Professional Football & Marketing Division. "The whole contractual structure was very curious. UEFA effectively owned the event; the Local Organising Committee – the LOC – was in charge of organising it; and ISL had the commercial rights to the event. Without going into too many details, it meant that UEFA had separate agreements with the LOC and with ISL, while the LOC also had a contract with ISL. What's more, UEFA had already signed the TV contracts with the European Broad-

close co-operation in a situation where Portugal, with limited previous experience, has to meet a major challenge involving the rebuilding of a great deal of footballing and social infrastructure. There was an evident need to pool resources."

"The Portuguese FA had already set up a joint company with the government for staging the tournament and together we discussed how to best organise the joint venture. The result was the formation of two companies, as it suited the hosts to separate the organisation of the event into two halves: the purely sporting component and the implementation of the programme



Left:
Lars-Christer Olsson and
Philippe Margraff, Head
of Marketing Operations
Centre.



Right:
Lars-Christer Olsson
and UEFA Chief Executive,
Gerhard Aigner.



casting Union – EBU – but the LOC inherited obligations in terms of providing TV facilities while the EBU entrusted their organisational strategy to the Host Broadcaster on site. To say it was a complex set-up is probably a huge under-statement."

for infrastructure. For the latter, Portugal 2004 was set up, with the Portuguese government as 95% share-holder. On the footballing side, Euro 2004, S.A. is a joint venture where, in round figures, UEFA holds a 55% stake, the Portuguese national association 40% and the Portuguese government 5%. The board of Euro 2004, S.A. is chaired by Gilberto Madail, while Jeu Sprengers acts as vice-president in a boardroom where UEFA has a one-man majority."

During the summer 2000 UEFA invited some outside experts to take part in a 'brainstorming session', aimed at discussing basic organisational principles. The blueprint for a joint venture emerged from that meeting and could be put into immediate effect, as the commercial contract with ISL expired with EURO 2000.

Euro 2004, S.A. acts as an umbrella under which there is an operational structure headed by Martin Kallen, a Chief Operations Officer appointed by UEFA. He will work closely with tournament director António Laranjo appointed by the Portuguese FA.

"The Portuguese hosts had been informed of this possibility before they were awarded the organisation of the tournament by UEFA," recalls Lars-Christer Olsson, "and the joint venture offered such obvious advantages that they agreed to it immediately, even though it had not been written into the original documentation. Gilberto Madail shared our views on the need for



"There are obvious advantages attached to the new formula," Lars-Christer Olsson remarks. "Communication is more fluid, as the distance between the hosts and UEFA has been reduced to zero. What's more, UEFA has an on-site presence and can make full use of previous experience – which means that the hosts for the

Operations under the Euro 2004, S.A. umbrella got under way during the summer with 16 people involved – a figure which will progressively increase as the final tournament approaches but will have efficiency and cost-effectiveness as its key-words rather than an extensive 'squad list'. At the same time, UEFA's Marketing Operations



Gerhard Aigner, Gilberto Madail and Lars-Christer Olsson.



European Championship don't have to re-invent the wheel every four years. For the organisers, there are tremendous financial advantages. Normally, the hosts rely on ticket sales for finance – but this income doesn't kick-in until about a year before the event, so in the past it has been a question of negotiating loans. This time, with UEFA taking care of marketing operations, revenue has been generated right from the start. This allows the hosts to minimise the financial risks and also gives advantages in terms of details like insurance rates. This gives our Portuguese hosts a great sense of security and fewer financial worries. The finance for preparation work is already in place, which means that the Portuguese FA is relieved of huge investments and, at the same time, the whole organisation is less vulnerable."

Centre is working closely with the joint-venture company "which represents a great advantage for football," says Lars-Christer Olsson. "It means that we are not at the mercy of media or commercial strategies implanted by third parties – and this safeguards sporting interests. Basically, what we are doing is trying to help Portugal to organise a magnificent event by bringing expertise from different parties together and to implement activities under one hat. The supporters may not see – or even understand – what is going on 'backstage' but I hope that they will notice that there are fewer problems. What is absolutely sure is that Portugal is laying the foundations for a new future in the organisation of European Championship finals."

A Brave Step



Keld Strudahl is Senior International Marketing Manager of Carlsberg Breweries.



PHOTOS: PER KJÆRBYE

"Having been involved for almost twenty years, we have certainly seen the development and the structural changes on the commercial side of it. We first came in as official sponsor in 1988 having been the sponsor of the Danish national team in 1984 and there have been major changes between then and 2004. I'm sure that, from an event point of view, UEFA has taken the right decision to take it in-house. Time will tell whether it's a success or not but, in principle, it's a great decision. It fills that big gap that you had in the old system where you had ISL, UEFA and the sponsors at the points of a triangle with a lot of distance in between them. All too often, that meant major communication difficulties. Now that we have a direct link to UEFA, things can be done much more efficiently and rationally."

"It's also going to be easier for the Portuguese, I'm sure. In the past, we were also caught in the middle, somewhere between the local organisers, UEFA and the agency responsible for getting things done on site. The new set-up makes it much easier for us to feel directly involved and to avoid the sort of situation where each of the parties is left to protect its own interests. Our decision to extend our relationship as far as 2008 is a brave step, but we took it because we believe in this format."



Keld Strudahl in front of the famous Carlsberg elephant.

The joint venture launched by the Portuguese hosts in company with UEFA has received a round of applause from the UEFA EURO 2004™ commercial partners who are now in direct contact with the event organisers and UEFA's newly-established Marketing Operations Centre. What's more, get-togethers such as Sponsor Workshops are making it easier for sponsors to work hand-in-hand to offer as much as possible to the supporters and to add colour and spice to the final tournament in Portugal.

Carlsberg were the first sponsors to jump on board the good ship UEFA EURO 2004™ and their International Marketing Manager Keld Strudahl is full of praise for the new structure.

Keld Strudahl, Lars-Christer Olsson and Philippe Margraff at the announcement of Carlsberg as UEFA EURO 2004™ sponsor on 22 March 2002.



Martin Kallen -



Delivering the Product



In July 2002, Martin Kallen and his wife Liselotte, also a marketing specialist, left their native Switzerland to set up a new home in Lisbon. At the 'tender' age of 39, the move to Portugal to become Chief Operations Officer of Euro 2004, S.A. represented the most stimulating challenge of his career.

"I feel a bit like the owner of a company that's starting a new business," he comments. "You have obligations and expectations to live up to and, basically, you have to make sure you deliver the product on time. That means setting up an efficient organisation, distributing the workload in rational ways, bringing in the right people, setting them targets and generally running the company."



Gerhard Aigner and Martin Kallen.

Martin admits that the new role requires a different approach to the working day. Since his debut as a Station Master on the Bern hinterland, he has always adopted a hands-on approach to his work and one of the strengths which paved the way for a rapid rise within the ranks of UEFA was an attention to small detail coupled with an exceptional ability to 'juggle several balls' at the same time.

António Laranjo, the Tournament Director, and Martin Kallen.



Martin Kallen

Born on 22 July 1963 in Frutigen, Switzerland. Began career at 17 as Station Master on the rail network around Bern. Rapidly moved into promotion of sales and special events and had a spell as teacher at a Business School in Interlaken before joining McCormick SA as Junior Product Manager in 1991.

Two years later became Product Manager responsible for 2,000 office supply products at Ofrex AG.

Joined UEFA on the marketing side in 1994 and, since then, has accumulated experience in corporate design, branding, print design and Fair Play campaigns. In 1997 he became responsible for running most UEFA events at senior and youth levels, including all the major finals, and, before moving to Portugal, had been in charge of UEFA's 11-person Event Management Unit.

"The reason why this is such a stimulating job," he confesses, "is that I have to adopt much more of a hands-off approach. This job isn't so much to do with logistics. At the head of a staff of around 200 people you have to play a more administrative role and not become too deeply involved in every angle. You make an initial input, then stand back and wait until the time comes to supervise the final result. I've been used to doing A-Z but now I have to focus on doing the A-B and then coming back to do, say, the S-Z."

"Representation has also become an important part of the job," he adds. "There has to be good dialogue with politicians, stadium owners, police and so on. You also have to spend time on the media because the press interest in the event is growing all the time and I have to be prepared to act as spokesman."

Martin, a sports enthusiast who now won't have much time for his favourite pastimes

of skiing, skating, cycling and tennis, is backed by eight years of intensive football experience, including the organisation of major international events such as UEFA Champions League finals.

"I would say that, without that grounding, this job would be much more difficult, not to say impossible," he reflects. "Organising the final tournament of a European Football Championship obviously involves several departments within UEFA and I am fortunate enough to know my way around them. If you didn't know how the UEFA machine works, it would be really tough to get things done – especially as time is at a premium and you can't afford to use too much of it in learning processes. Let's face it, the deadline is quite clear and precise. We are a new company and we have to get our product on the shelf at the right time. It will demand a lot of hard work from the whole team. But that is a tremendous motivation and we are all very positive about an experience that we shall never forget."



Gilberto Madail, Gerhard Aigner and Martin Kallen.

PHOTOS: FABIO BOZZANI

First and Fourmost

Four top names have already been included on the team-sheet of official partners for UEFA EURO 2004™ and more announcements can be expected in the near future.

Carlsberg were the first to jump aboard earlier this year and, since then, the Danish brewers have been followed by other household names McDonald's, Coca-Cola and the Victor Company of Japan, more widely known as JVC. They are the current record-holders, having been official partners at every European Foot-ball Championship since the 1980 finals staged in Italy. When JVC's name was officially entered on the team-sheet on 3 September for the seventh successive time, the Japanese company underlined its commitment to UEFA events by also joining the line-up for the European Under-21 Championship in 2004 and the final phase of the UEFA European Championship for Women to be played in 2005.

All too often, the public's perception of an 'official sponsor' is just a name on advertising boards at the stadium. But at UEFA EURO 2004™, the partners' involvement is going to be much more than that. That's why the Newsletter aims to look behind the scenes and throw some extra light on the very special relationship between the event and its sponsors.



Lars-Christer Olsson, Director of UEFA's Professional Football & Marketing Division, hands over the agreement to João Noronha Lopes (Managing Director of McDonald's Portugal) and John Hawkes (Vice-President of McDonald's Europe) at the announcement of McDonald's as UEFA EURO 2004™ on 17 April 2002 in Lisbon.



PHOTO: LUSA / EPA

Philippe Margraff, Gilberto Madail, Eusebio, Juan Manuel Morales (General Manager of Coca-Cola Portugal) and Jonathan Chandler (Director of Communications of Coca-Cola Europe) at the announcement of Coca-Cola as UEFA EURO 2004™ sponsor on 16 May 2002 in Lisbon.



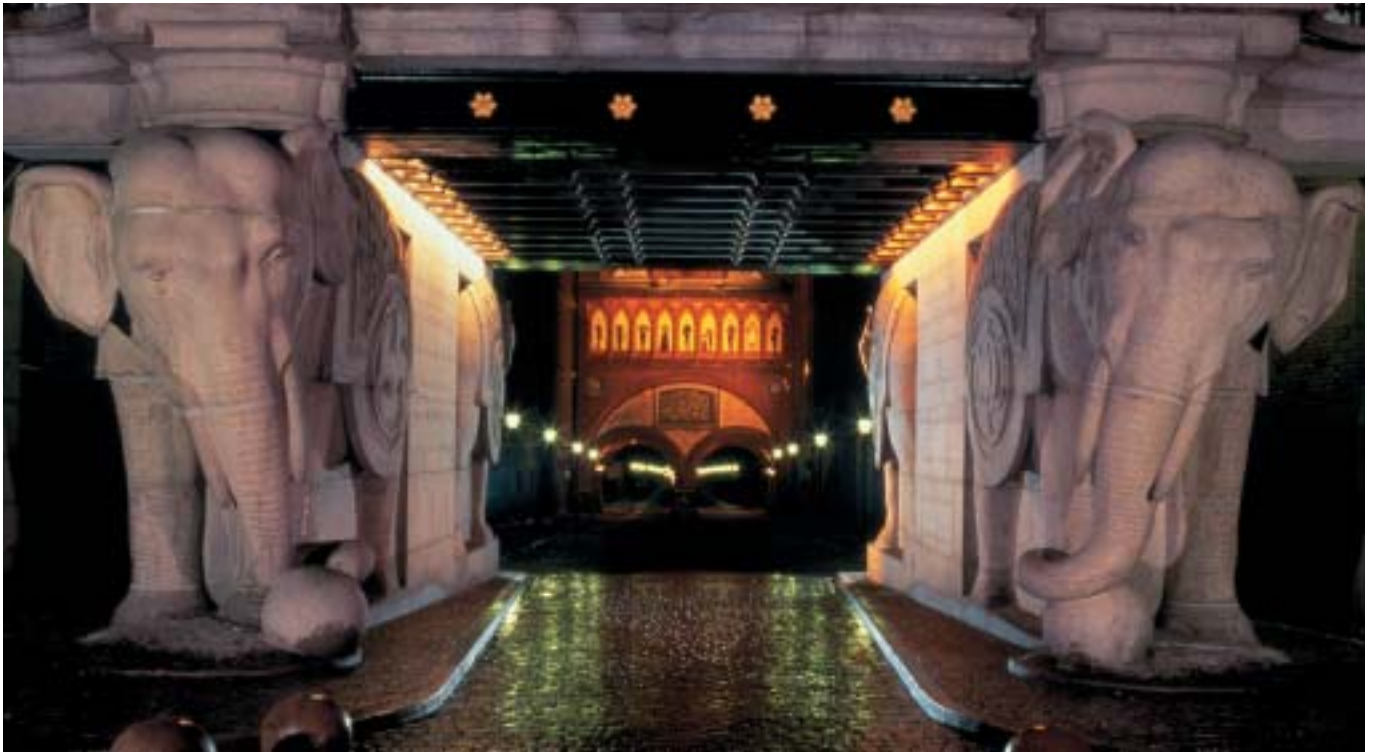
PHOTO: FABIO BOZZANI

Masahiko Terada (President of JVC) and UEFA Chief Executive, Gerhard Aigner, at the announcement of JVC as UEFA EURO 2004™ sponsor on 3 September 2002 in Lisbon.



PHOTO: LUSA / EPA





Probably the Best – Definitely the First

Carlsberg

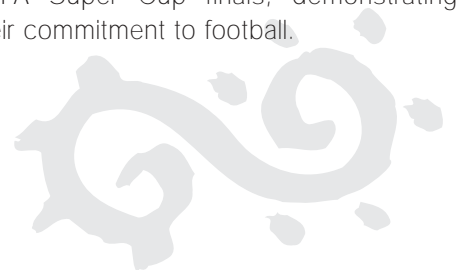


The famous "Elephant Gate" at Carlsberg. The four elephants represent the children of Carl Jacobsen, the son of the founder of Carlsberg Breweries. They are named after the children: Paula, Theodora, Helge and Vagn. The elephants are now protected as a listed monument.

Four signings have already been made for the team of sponsors who will be in action at UEFA EURO 2004™ – and more team-building work is currently under way. McDonald's, Coca-Cola and JVC are already on the team-sheet, but the first name to be inked-in was that of Carlsberg, with UEFA president Lennart Johansson, Portuguese FA president Gilberto Madail and Carlsberg's Chief Executive Nils S. Andersen sharing a delicious glass of cold beer with reporters when the contract was signed in Copenhagen on 22 March 2002.

The fact that Carlsberg were the first on board for UEFA EURO 2004™ was no surprise. The Danish brewers' first contact with the finals of the European Football Championship was way back in 1984,

when they were sponsors of the Danish national team. In 1988, they were back as sponsors of the event itself – and have been on board ever since. In fact, the contract signed in Copenhagen reaches beyond the tournament in Portugal to embrace the finals in 2008, by which time they will have been official sponsors at six consecutive tournaments over a time-span of two decades. In recent seasons, Carlsberg have also teamed up with UEFA as presenting sponsors at UEFA Cup and UEFA Super Cup finals, demonstrating their commitment to football.





"The game is a unifying force," Nils Andersen said, "which crosses all frontiers of political creeds, sex or religion. So Carlsberg are proud to be part of it and our long-term relationship with football has become an important part of the Carlsberg brand identity. What's more, it hasn't been a one-way relationship. We have tried to give a lot to football, through supporting the game at all levels, right the way from the grass-roots to the ultimate competition in Europe. So I think that we are rightly considered to be 'part of the game', as our slogan says."



Chief Executive of Carlsberg Breweries, Nils Andersen, parades the Trophy and a glass of Carlsberg beer.

"If you want to talk in commercial terms, you could say that football allows us to reach all our target groups," adds Keld

Strudahl, Carlsberg's International Marketing Manager. "But, as a company, Carlsberg also places value on other elements such as heritage, passion and impact on society. We don't see our involvement in football as a simple commercial operation. There is more to it than that and we are motivated by a deep respect for the game. We work on the premise that football matches or tournaments are social occasions that go hand in hand with the enjoyment of a glass of beer. We have done an enormous amount of research and we have concluded that Carlsberg and football make the perfect match. Carlsberg is sold in about 150 countries and trying to communicate via international publicity campaigns can run into cultural barriers, whereas football knows no frontiers. Each of those 150 countries can have its national identity but all of them can relate easily to football."

Carlsberg will be the 'official beer' at UEFA EURO 2004™ and, although detailed plans have yet to be drawn up, the final tournament staged in Belgium and the Netherlands in 2000 set new standards. "It was a tremendous success," Keld Strudahl comments. "Not least because we were able to invite about 10,000 guests from 55 countries to the tournament. We had very positive feed-back which confirmed our preference to be involved in EURO rather than the World Cup. You might be interested in some facts and figures..."

- During EURO 2000, one billion bottles of Carlsberg were sold
- A special EURO 2000 can was produced in 15 countries and, in Sweden alone, 5 million of those cans were sold
- For the event, Carlsberg produced a premium beer with no alcohol which was sold at EURO 2000 stadiums
- Carlsberg staged the fourth Pub Cup prior to EURO 2000, with about 1,000 teams taking part. The national winners in four countries – Denmark, England, Ireland and Sweden – were rewarded with trips to the final tournament
- In 48 markets all round the world campaigns pegged to EURO 2000 produced average sales increases of between 20% and 40%



PHOTOS: PER KJÆRBYE

Nils Andersen, UEFA President Lennart Johansson and Gilberto Madail celebrate the agreement.



Keld Strudahl, Senior International Marketing Manager of Carlsberg, and his UEFA EURO 2004™ team (from left) May Petersson, Tobias N. Musaeus and Pia Knudsen.

- At EURO 2000, Carlsberg banners and perimeter boards were exposed to a TV audience of over 7 billion people
- During EURO 96 in England, 87% of the UK population watched at least one game. Prior to the tournament, Carlsberg lager was No. 13 in the market place. During the tournament, Carlsberg became the No. 1 lager
- 850 million pints were drawn during EURO 96 and, if all the people who drunk Carlsberg lager during the tournament had been gathered together, they would have filled Wembley Stadium over 40 times

“EURO 2000 re-energised football at an international level and was a spectacle for players and fans,” Keld Strudahl recalls. “I’m sure that the combination of world-class stadiums, great players and the enthusiasm of our Portuguese hosts will make this another tournament to remember.”



The Image of Passion



In May, the official UEFA EURO 2004™ logo was launched at a special ceremony staged in Lisbon.

Reporters at the launch were presented with an original design – quite unlike the figures traditionally adopted for the final tournaments of major sporting events. The logo is the result of good teamwork during the creative processes and, trying to summarise the design, consists of a football set in a filigree heart surrounded by seven green dots. Seven is a number of great significance in Portuguese history and culture for many reasons, among them the conquest of the seven seas and the seven castles which appear in the coat-of-arms on the Portuguese national flag. The design of the football also has a strong Portuguese flavour, as the motifs are based on traditional elements from Portuguese folk art.

The basic premise for the designers was that, as UEFA EURO 2004™ is likely to be an exceptionally memorable event and a great challenge for those involved in making it happen, the logo should help to convey a positive atmosphere and to convey the festive spirit of the event.

But, they thought, the 'festive spirit' is not a commodity that can be produced, marketed and sold. The 'festive spirit' is something that is generated by the supporters and derived from their passion for the game of football and the emotions they experience while watching their team in action or simply enjoying the skills and the spectacle provided by top-class footballers and top-class teams, wherever they happen to come from.

That's all very well. It's easy to develop the conceptual idea that passion for football



The storyline



1st step:
Interpreting the thoughts, influences and vision into sketch drawings.



2nd step:
Introducing the Portuguese graphic elements into the design. The heart graphic element, symbolises the passion for life and football.



3rd step:
Taking the football element and transforming it using Portuguese icons: combining fun, tradition and sport.



will be the driving force behind the success of UEFA EURO 2004™. But the big challenge facing the designers of the logo was based on a simple question: how do you illustrate passion for the game and, in particular, the passion for football that is so deeply rooted in Portuguese society?

At this point, the designers could have been forgiven for back-tracking towards a more conventional type of logo. But, to their credit, they bravely decided to persevere with their pursuit of 'passion'. It led them to an apparently simple solution: passion stems from the heart.

So far, so good. But the heart has rarely, if ever, been associated with the final tournament of one of the world's greatest sporting events. So the next challenge was to relate the heart to football and to Portugal.

That sparked off a great deal of research into visual elements of Portuguese culture, from folk art to architecture and the colours of the national flag. A lot of thought went into the colours and the final combination of yellow, orange, red and green mixes the colours of the Portuguese flag with the symbols of light and sun which have always been key elements in Portuguese life and culture. The heart was then portrayed in a way that evoked the most important part of the game and the event – a football. The final result is a logo that, the designers hope, has blended all the diverse elements into an image of festivity, celebration and the spirit of fun which we all hope will be the basic ingredients of UEFA EURO 2004™.

The Graphics Family



Based on the recreation of portugalinity, we have created a family of 6 graphic elements. They will play a unifying role.

This 6 elements will mix freely, creating an atmosphere of fantasy and magic. They pretend to show the passion that involves everyone related with UEFA Euro 2004™ event.



Final step:
The official name of the competition is added in the same style, including the UEFA arch validating the competition as credible and authentic. The brush stroke EURO 2004, complements and balances the icon graphics of the logo.





Portugal and Luís Figo from 1991 to 2004

Luís Figo symbolises the resurgence of Portuguese football. After winning the UEFA European Under-16 Championship, he wore the No. 4 shirt in the Portuguese side that took the bronze medal at the 1989 World Under-16 Championship in Scotland. Two years later, he pulled on the No. 3 shirt at the World Youth Championship and, alongside budding stars such as Rui Costa, helped Portugal to take the world crown by beating, in the Lisbon final, a Brazilian team that contained, behind Giovane Elber, his current Real Madrid CF team-mate Roberto Carlos.



PHOTO: PETER WIDING

Rui Costa and Luís Figo during a training session.



In 2000, Luís Figo became the first Portuguese footballer to be acclaimed as Europe's Footballer of the Year since Eusebio had got his hands on the Golden Ball thirty-five years earlier. He now has his sights on UEFA EURO 2004™, where he is convinced that public fervour will be just as intense as it was when Portugal hosted the World Youth Championship eleven years ago.

Luís, if you had to describe to an outsider the Portuguese people's passion for football, what would you say?

"I think I would relate it to the Brazilian feeling for the game and the emphasis on skill and joy. It's not something you learn or acquire when you get older. You're born with football in your blood, in your genes. It's a deep-rooted tradition that has run through generations and has been transmitted through entire families. It's easy to say that football is our country's favourite sport but I think that visitors will be surprised to discover how passionate we are about the game."

But, to the rest of the world, Portuguese football has been something like a 'secret society'. Kick-off times tend to be late and, for years, it was difficult to even find league results in the international press. Yet when the Portuguese national team has managed to appear on the international stage – at the 1966 World Cup or EURO 84 – we have very much liked what we have seen. How do you explain this?



PHOTO: ALAIN DE MARTIGNAC / L'ÉQUIPE

Luís Figo with Ballon d'Or – The Golden Ball – when he was elected European Footballer of the Year in 2000, an award Eusebio received as the first Portuguese player in 1965.

"I hadn't really thought of it like that, but I see what you mean. Portuguese football has had an evolution which is different from other countries. In the past, we have had good club sides and, more recently, we have been very consistent performers in age-limit tournaments. But, at the same time, our clubs have been encountering difficulties and have had to struggle to keep their best players. The result was a



period when the quality of our league went down a great deal and it stopped being genuinely competitive. Perhaps that's why it didn't have all that much international projection. So I'm really happy to see that there has been an upturn. In recent years, the quality has gone up again; teams like Boavista have begun to challenge Porto, Sporting and Benfica for honours; and there is now real uncertainty about who will win the championship. Apart from this season, when the draw for the qualifying round was brutally tough, we have had teams in the Champions League every

year. That's a sign of quality and I get the feeling that Portuguese football is now much more widely known and respected."

What's more, the national team is now qualifying regularly for major tournaments...

"That's right. We had never before qualified for two consecutive European Championships and a World Cup. Winning the title is tremendously complicated but we have taken Portugal back into the big tournaments and, apart from the World Cup,

Luis Figo

Born on 4 November 1972.

Former Clubs: Os Pastilhas, Sporting Clube de Portugal (124 league games and 14 goals from 1989 to 1995), FC Barcelona (172 league games and 30 goals from 1995 to 2000), Real Madrid CF (62 league games and 16 goals from 2000 to 1 July 2002)

European Under-16 Championship Winner (1989)
World Championship Under-17 Bronze Medal (1989)
FIFA Youth World Cup Winner (1991)

88 internationals and 27 goals

82 UEFA Club Competition Appearances and 18 goals (01.07.2002)

European Player of the Year 2000
FIFA World Player of the Year 2001



PHOTOS: A BOLA

Luis Figo in action in the FIFA Youth World Cup final against Brazil in 1991 – and (with shirt number 3) parading the trophy after Portugal has beaten the Brazilians in the penalty shoot-out watched by a crowd of 127,000 at Estádio da Luz in Lisbon.

have performed quite well. I think that has been important for Portuguese football as a whole."

You talked about Portuguese clubs struggling to retain players but, like the French maybe, you could benefit from the experience gained in foreign leagues.

"Without a shadow of a doubt. During that period when I felt that the Portuguese championship was not as competitive as it should have been, it was crucially important for players to improve their game by taking part in highly competitive leagues in different footballing cultures. That has been a great education for each and every one of us, and that is the experience that we inject into the national team."

Yet, after the World Cup, you hinted that you might step out of international football...

"I think I was misunderstood or misinterpreted. The message I was trying to convey was that if it would be beneficial for the national team for me to step down, then I wouldn't hesitate to do it. But we have now started our preparation programme for 2004 – which is, of course, based on friendly matches. I'm still in the squad and I feel very excited about it."



Luis Figo (right) and his team-mates celebrate their 4-1 win against Germany DR in the European Under-16 Championship final in Vejle (Denmark) in 1989.



PHOTO: A BOLA

You've already experienced the excitement among the Portuguese public at an event like this. There was a crowd of 127,000 at the Estádio da Luz to watch you in that World Youth Championship final against Brazil in 1991.

"That was a massive, tremendous success. Not only because we won it but also because the organisation was excellent. And the public didn't just turn out for the final. We used several of the venues that will be hosting games in 2004 and the stadiums were packed-full for just about every game in the tournament. The whole country was right behind their team and it was one of the most enjoyable occasions I have ever experienced. It was a real 'fiesta' for football and I hope that history will repeat itself in 2004 – in all respects!"

In action for Sporting Clube de Portugal: Luis Figo is tackled by SL Benfica's Swedish midfielder Stefan Schwarz in a league match in 1993.



PHOTO: TONY MARSHALL / EMPICS



PHOTO: LAURENCE GRIFFITHS / EMPICS

EURO 96: Luis Figo jumps for the ball, challenged by Czech Republic's Miroslav Kadlec (5) and Michal Hornak (15) in Portugal's 1-0 defeat in the quarter-finals.

It also gave you an opportunity to weigh up the pros and cons of being the host nation...

"That's right. The advantage was having the crowd pushing you forward all the time. But this generated a tremendous sense of responsibility and, even though we were young, we knew that we had to channel all the tension and euphoria into something positive. That is one lesson that we will have to remember in 2004. I also hope that the organisation is equally successful – and I am sure it will be."



What does UEFA EURO 2004™ mean to the Portuguese public?

"It's going to allow everybody to express their passion for football. Apart from that, there are 11 million people who will benefit one way or another from what is being done within the country. Obviously, Portuguese football will also obtain long-term benefits. The stadiums are being upgraded in spectacular fashion, which means the fans will be able to watch their football in

much greater comfort and, I hope, enjoy the game a lot more. Society as a whole will benefit from the work that is being done and it can only be positive for football that so many supporters will visit us as tourists and have a chance to see a beautiful country that, we hope, they will want to visit again."



PHOTO: MIKE EGERTON / EMPICS

EURO 2000: Luis Figo talks to Eusebio during a training session.



PHOTO: TONY MARSHALL / EMPICS



2002 FIFA World Cup: Luis Figo tries to control the ball, closely watched by USA's Anthony Sanneh.



Have you seen the new stadiums yet?

"Hardly at all, because most of them are still under construction. But I have been back to Sporting and seen that the new stadium is going to be very impressive. I felt a little twinge of nostalgia in my heart when I saw how the old stadium was being demolished, but I'm glad that the club is now going to have top-class facilities."

Will UEFA EURO 2004™ make a new generation of Portuguese kids dream like you did when you left Os Pastilhas and used to have to get the bus across the estuary to train at Sporting?

"I'm sure it will. I sometimes miss being able to get on a bus like that! But, at that time, my dream was to get into the first team at Sporting and to become a professional footballer. To the youngsters who will see their first major tournament in 2004, I



FIFA World Player of the Year Award Winners in 2001 (from left to right): David Beckham (second), Luis Figo (winner) and Raúl González (third).



PHOTO: TONY MARSHALL / EMPICS



PHOTO: MIKE EGERTON / EMPICS

EURO 2000: England defender Sol Campbell can't prevent Luis Figo firing a shot against David Seaman's goal in Portugal's 3-2 win.

would say that dreaming is easy. Turning those dreams into reality takes a lot of hard work, some important sacrifices – and quite a few bus rides!"



FLASH

Friendly matches - a big challenge

One of the big challenges facing the Portuguese is one which every host nation has to contend with: bringing the national team to peak level in a period of two years without competitive matches. But Portugal started their preparation programme on 7 September with an away game against England and, at Villa Park in Birmingham, came back from a goal down to earn a 1-1 draw thanks to Costinha. On 12 October, they entertained Roger Lemerre's Tunisia at Estádio de Restelo, home ground of Os Belenenses in Lisbon, and, although Pauleta put them ahead after four minutes, were also held to a 1-1 draw. Four days later, the team coached by Agostinho Oliveira came back from two goals down against Sweden in Gothenburg to win 3-2, thanks to Sergio Conceição, Romeu and Rui Costa. The fourth preparation match is against Berti Vogts's Scotland in Braga on 20 November.

Swedish defender Michael Svensson is on his knees as Romeu hits a volley during the friendly match in Gothenburg.



PHOTO: PER KJÆRBYE

SPONSOR WORKSHOP in Nyon

UEFA will host a Workshop for its commercial partners for UEFA EURO 2004™ on 6 and 7 November at the headquarters in Nyon. The key personnel from the companies supporting the event in Portugal, as well as UEFA's TV partner, EBU, will attend in order to exchange information regarding marketing and television aspects. This is the first time UEFA has brought the partners together and it is in line with UEFA's ambitions to strengthen the relationship to and the co-operation with the people who help to finance the UEFA European Football Championship and a lot of other activities related to one of the biggest sports events in the world, only third to the Olympic Games and the FIFA World Cup.



PHOTO: PER WIDING

Glenn Strömberg - in love with Portugal

On the day before the match in Gothenburg, Luís Figo had met Glenn Strömberg and given him three autographed shirts for his nephews and nieces. If the name sounds familiar, it's because Glenn was an SL Benfica player from January 1983 until joining Italian club Atalanta BC in 1984. "It was a short spell compared with my nine years in Italy," he recalled, "but I have never been able to forget it. Sven-Göran Eriksson was the Benfica coach at the time and he helped me to adapt. But the first two or three weeks of training were terrible. I was the typical big Swede with long legs and these little guys with Brazilian skills drove me crazy! I could hardly keep my balance, let alone play football! It made me never known anything to compare with the atmosphere and the Portuguese are only second to the Brazilians in terms of skill and passion. I must have been back to Portugal over twenty times since then – and I'll be there in 2004, I hope."

TEN golden minutes

Luís Figo, taking no risks while recovering from a knock received in a Spanish league match, was disappointed to play only the last ten minutes of the game. So were a large group of Figo fans who had made a long bus-trip from the south of Sweden to see

their idol. They were sad to see him absent from the list of starters but gave him a rousing reception when he came on at the end.



Luís Figo is challenged by Sweden's midfielder Niclas Alexandersson.



PHOTO: PER WIDING

LUCKY and happy

Prior to kick-off, the Portuguese players give their UEFA EURO 2004™ shirts to members of the crowd. In Gothenburg, a young girl was one of the lucky recipients.



PHOTO: PER KJÆRBYE



Michael Owen:
PORTUGAL
- the ideal stage

Before their friendly matches, the Portuguese players warm-up wearing special shirts bearing the UEFA EURO 2004™ logo. Sven-Göran Eriksson, who also has fond memories of Portugal, was delighted to receive one before the recent friendly at Villa Park. "It's beautiful to see Portugal hosting EURO 2004 and I am sure everything will turn out fine. Personally, I hope that I will be involved, as that will mean England have qualified for the final phase..." Europe's Footballer of the Year, Michael Owen, agreed with him. "Portugal is the ideal stage for this event," he said. "Great climate, brand-new stadiums and state-of-the-art facilities..."



EUSEBIO
still in action



PHOTO: AGENCIA DE FOTOGRAFIA

Eusebio, appointed ambassador of Portugal's National Team, was celebrating his 60th birthday on 25 January 2002, which did not, how-

Gilberto Madail
re-elected for four years

On 12 October 2002, Dr Gilberto Parca Madail, president of the Portuguese Football Federation since 1998, was re-elected for another four-year term. In a country with three daily sports papers and a passionate interest for football, he is constantly in the limelight. His every move is followed by reporters and TV crews, and there is rarely a day without Dr Madail appearing on TV or in newspapers.



PHOTO: FABIO BOZZANI

SWEDEN
- my second country

The match in Gothenburg was a sentimental journey for Luis Figo whose wife, Helene, is Swedish. "I don't want to start speculating about who I want to qualify for the final tournament," he comments, "but I hope that Sweden are in Portugal in 2004. Thanks to my wife, I have a special affection for Sweden and, after Portugal of course, they are my second-favourite country."



ever, prevent him from, that same day, giving UEFA Chief Executive, Gerhard Aigner, a hand at the draw for the ten qualifying groups for UEFA EURO 2004™ in Santa Maria da Feira, near Porto. Eusebio received a painting from Gerhard Aigner, including images of some of the Portuguese player's glorious actions on the pitch. The draw for the Final Tournament will take place at 12.00 (CET) on 30 November 2003 in Lisbon.

Routine
INSPECTION

In mid-October, a UEFA delegation headed by the chairman of UEFA's Stadium & Security Committee, Ernie Walker, made a routine inspection tour of the ten venues for the final tournament to make sure everything was still on track. In general, Ernie Walker expressed satisfaction with the progress.



PHOTOS: PAULO SANTOS



EBU Award to
UEFA's President

UEFA's President Lennart Johansson has received the European Broadcasting Union (EBU) Award in recognition of his support for free-to-air access of TV football coverage. Arne Wessberg, president of EBU, presented the award to Lennart Johansson at a special ceremony in Stockholm on 28 September. The UEFA President is the

fourth recipient of the Award, established five years ago and given to persons or institutions "whose activities have contributed substantially to the development of public service broadcasting". EBU is the TV rights-holder of UEFA EURO 2004™.

EBU President Arne Wessberg presented the Award to UEFA's President Lennart Johansson.



PHOTO: EPA



PHOTOS: FABIO BOZZANI



António Laranjo, the UEFA EURO 2004™ Tournament Director, is pleased with the progress of the new Estádio José Alvalade, home ground of Sporting Clube de Portugal.

'They'll Never Make It!' 'Stadiums Won't Be Ready On Time!' 'The Final Tournament to be Moved to Spain!' Judging by the number of headlines UEFA EURO 2004™ has been generating, the whole of Europe is showing intense interest in Portugal's ambitious stadium-building programme as the country prepares to host the European Football Championship finals for the first time. Fed up with the rumours and the alarmist headlines, we asked the tournament director António Laranjo to give us the low-down on the build-up to UEFA EURO 2004™.

"The curious thing," he commented, "is that those of us involved in organising the final tournament have been much more concerned about making sure the financial packages are in place than about the construction work at the ten venues. But let's go through the stadiums one by one, if you like. OK, here we go..."

The Build-Up



LEIRIA

The Estádio Dr. Magalhães Pessoa is about to enter an important phase of construction, where visible changes will take place very rapidly. Up till now, most of the work, due to the nature of the site, has been preparing the terrain, levelling and so on. Now the stadium is ready to come out of the ground.





FARO/LOULÉ

It's probably the last time I'll refer to it by this name because, at the end of September, the two municipalities agreed to give it a new name. So, from now on, it's the Algarve stadium. I think it's a good decision because the new stadium will serve a huge catchment area – in Spain as well as Portugal – where there are about 7.5 million inhabitants. What's more, 'Algarve' has a wider-reaching international image, as so many people travel to the region for their holidays. As for the construction work, it's forging ahead on schedule with no problems on the horizon.



COIMBRA

What we call the 'civil construction' part of the project is practically complete – and will be by the beginning of 2003. The stadium has been completely re-conditioned and enlarged though, obviously, work on the technical facilities and services will continue after that date. But the visible part of the stadium is finished.



LISBON

Estádio da Luz

Like the new Sporting stadium, this is being constructed alongside the existing structure and half of the old Benfica stadium is already down. Construction work is going OK with no important delays.





LISBON Estádio José Alvalade

The three biggest stadiums are very similar in terms of development, work-rate and investment. But, at the moment, Sporting's ground is the most impressive because it already looks like a football stadium.

Demolition of the old stadium is now under way and it's being done in three phases, the first of which should be completed by the end of 2002. The new structure actually touches the old one, so Sporting have to move all their services in a rational way. At the moment, the club is switching its administration from the old stand to the new building which has already been completed at one side of the new structure.





PORTO Estádio do Bessa

The East and West Stands of the Boavista stadium have been completed and work is now progressing on the North and South Stands. The accesses and the car parks are being included on the North side and development has been going ahead without problems and on schedule. The official inauguration of the stadium has been scheduled for a very special day, 1 August 2003 – the exact date of Boavista FC's centenary.



PORTO Estádio das Antas

As most people know, work was totally paralysed for a whole month and, once the winding-down and winding-up times had been added, there was an effective delay of three months. So the original completion date of September 2003 was put back to December. All the political and financial problems have now been solved and the contractors are working intensively on recouping the three months that were lost. They are so confident of being able to do it that the completion date has been switched back to September.



AVEIRO

This stadium is similar in conception to the projects at Sporting and in Leiria – largely because all three have been blue-printed by the same architect. It also helps to explain why it seems to be the biggest of the small stadiums, designed for a capacity of 30,000. That might sound a bit strange, but Aveiro really has the feel of 'a big stadium in miniature'.





BRAGA

This is arguably the most spectacular venue, as the site has been hewn out of a cliff! It also means that it is arguably the most complex project with so much earth-work involved. This, in turn, has generated a few worries about weather conditions. But there's a mood of confidence on-site and the workrate in Braga is really intensive. This stadium is going to be really impressive.



GUIMARÃES

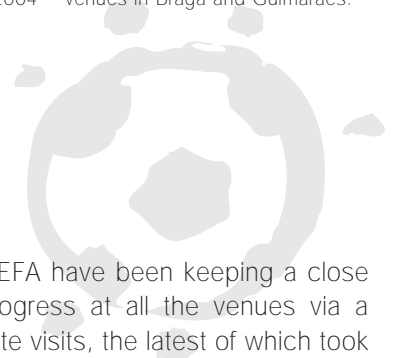
This is one of the smaller stadiums and the project is basically about re-building and re-conditioning. Even so, this is a 30 million euro project and everything is going to plan – no worries on that score.



PHOTOS: PAULO SANTOS



Ernie Walker, chairman of UEFA's Stadium & Security Committee, during one of his visits to the UEFA EURO 2004™ venues in Braga and Guimarães.



We and UEFA have been keeping a close eye on progress at all the venues via a series of site visits, the latest of which took place in mid-October. Don't worry – I'll keep you in touch!"

UEFA EURO 2004™ AND CHARITY THE CROSS REFERENCE

UEFA EURO 2004™ is breaking new ground in a lot of different ways – and the pioneering work continued when UEFA's Executive Committee met in Istanbul during September. Among the resolutions taken, there was a firm proposal to link UEFA EURO 2004™ with charity work.



PHOTO: URSULA MEISSNER



PHOTO: BORIS HEGGER

The idea is to use the final tournament as a platform on which to promote charitable activities. It will be the first time that the European Football Championship has been exclusively linked to a charity.

UEFA promptly arranged a 'kick-off meeting' to set the ball rolling, during which it was agreed to establish links between UEFA EURO 2004™ and the International Committee for the Red Cross (ICRC).

The decision represents an important extension to a relationship which dates back to 1997. Since then, UEFA has provided continuous support for specific projects in countries like Georgia, Afghanistan, Bosnia-Herzegovina and Uganda. Apart from that, at the 1999 and 2000 editions of UEFA's Annual Gala in Monaco, two cheques for one million Swiss francs apiece were presented to H.S.H. Prince Albert as contributions to the ICRC's world-wide campaign against anti-personnel landmines and other projects such as the 'Children in War' campaign, which UEFA is also linking to the Meridian Cup to be played in Cairo in January 2003. This is the competition similar to golf's Ryder Cup, where four Under-17 teams from Africa take on four teams from Europe.

The next step is to draw up a blueprint for the theme of the joint UEFA EURO 2004™ - ICRC campaign and bring the pioneering partnership to life. Full details of the programme for the tournament in Portugal will be revealed when the draw for the finals is made.





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