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Chief Executive

Lars-Christer Olsson

“2004 was the fiftieth anniversary of UEFA, which made this year even busier for the UEFA Administration than normal, both in sporting terms and in the political environment. This report is to serve as a summary of UEFA’s activities during the year from the CEO’s perspective.”



UEFA EURO 2004™ / UEFA Competitions

In sporting terms the main attraction was clearly UEFA EURO 2004™. The championship is, of course, mentioned in the different sections from the divisions and an extensive report has been given to the Executive Committee; therefore I am limiting myself here to saying that the tournament was a success in most respects, the best I have been involved in since 1992. There are many reasons for this success but it is mainly thanks to devoted people in the host association, the Portuguese FA, UEFA and EURO 2004 SA.

I would also like to mention the outstanding success of our website for UEFA EURO 2004. It was presented in nine languages, including Chinese, had 500 million page views, with 50% coming from outside Europe, and had visitors from 200 countries. The site was produced and managed in house by UEFA New Media and underlines the importance of UEFA's decision to take the new development on board within our own ranks. The figures also underline the fact that European football is an attraction worldwide for both national-team and club football.

Post-UEFA EURO 2004 briefings have been a principal concern, with a view to learning as much as possible from the event and to transfer the experience to the next hosts and other events. The knowledge gained has already been incorporated into the UEFA EURO 2008™ project and also contributed significantly to the reorganisation of the UEFA Administration.

Even if most of us were occupied in Portugal, the club season started as usual in June 2004 with the UEFA Intertoto Cup and continued in July with the qualifying phases for the UEFA Champions League and UEFA Cup.

In this period we also organised the European Under-21 Championship finals in Germany, the European Under-19 Championship finals in Switzerland, the European Under-17 Championship finals in France, the UEFA Futsal Cup and the UEFA Women's Cup finals. All competitions are in good shape, with impressive spectator numbers. The European Under-21 Championship is now a real professional tournament with excellent football and a good financial outcome. Maybe it is time to appoint the hosts of the final round further in advance, so that the competition can take the next steps in its development?

On the club competition side we introduced a new format for the UEFA Cup, without central marketing, but with a new group stage and with central branding from the final knock-out stages. In addition the coefficient system for our club competitions was revised.

We launched the tender for European television for UEFA EURO 2008 – a major undertaking.

The Olympic Stadium in Istanbul has been chosen for the 2005 UEFA Champions League final and the José Alvalade Stadium in Lisbon for the 2005 UEFA Cup final.

The 2004 club competition finals were successfully organised, the UEFA Champions League in Gelsenkirchen, Germany, and the UEFA Cup in Gothenburg, Sweden.

UEFA Executive Committee / Congress

The first meeting of the UEFA Executive Committee in January included one day allocated to strategic discussions. Throughout 2004 a great deal of time was allocated to policy matters, including fine-tuning of the UEFA organisation to have an agreed strategic plan in place by the end of the year to submit to the 2005 Congress.

The UEFA Congress was successfully organised in Cyprus in April and the Executive Committee exercised its statutory right to co-opt two additional members to the Committee during the Executive Committee elections.

During UEFA EURO 2004 we also organised a Conference of Presidents and General Secretaries in Lisbon. Feedback from the participants was positive and some important topics were presented and discussed.

The Executive Committee's decision to establish new discussion forums including players, leagues and clubs is now being implemented. The studies on artificial turf were finalised and agreed upon at the meeting in Vienna, for use in all UEFA competitions as from the 2005/06 season.

Club Licensing / Social Dialogue / EU

The UEFA club licensing system is now in force. Only clubs from Kazakhstan are not permitted to participate in the UEFA club competitions, since they cannot fulfil the minimum requirements of the licensing system. They are now getting special support from the UEFA Administration to help them be in a position to take part from next season. The introduction of the club licence has already had positive effects on club finances, and the spot checks, together with the ordinary follow-ups, will give us more valuable information for further development.

During this period, the EU agreed on the new Constitutional Treaty and the new Article 182 finally got a wording close to what UEFA and other sports organisations wanted. Our intensive work has paid off in a positive way and many have been involved in this task.

First steps have been successfully taken in opening up a European social dialogue in the football field, with UEFA representing the member associations, the European Leagues the employers, and FIFPro the professional players. All the organisations have recognised each other's roles and this process gives us better options for keeping the football family together.

The audit into refereeing in Europe, initiated by the Executive Committee, has been finalised and presented. It is now serving as the basis for the Referees Committee's development talks with the individual member associations.



UEFA Administration / Committees / Panels

Also discussed and decided in 2004 were the adjustments to the UEFA Administration. These alterations took place last autumn, with the integration of the IT unit into UEFA New Media for better coordination of our IT matters. We have also established a new National Associations Division aimed at further developing our relations with and services to our member associations. We have established a fully owned daughter company, EURO 2008 SA to implement the event organisation for the next European Football Championship in Austria and Switzerland. A new Marketing Division has been created and the top women's competitions have been moved with futsal to the Professional Football Division in order to develop these competitions further. One of the main purposes of the reorganisation is to adjust to the changes that have already taken place during the last four years and to make the administration more efficient within its current size.

The committees and panels were appointed and communicated to the member associations and to each individual member before the start of their mandate on 1 August 2004.

Over the past couple of years we have developed a new event software for our major events. It is called HELGA and was successfully used during UEFA EURO 2004 and will gradually be introduced for all our events. Together with our new accounting system and the project management systems we will now have excellent tools for efficient planning and control of all our activities. These will also be the backbone of our knowledge management, which is absolutely essential for our future development.

Finally, I am happy to report significant progress in our relations with the FIFA administration. Relations with the General Secretary, Urs Linsi, and his colleagues are excellent. We have agreed to find a common solution for the certification of artificial turf, to increase coordination around our assistance programmes and further develop our joint efforts to get the FIFA transfer regulations operational.

The Football Development Division had a very active period, with the annual Elite Coaches Forum, the 6th Conference for European National Coaches and the 5th UEFA Grassroots Course.

UEFA Finances

UEFA presented the outcome of the survey on financial transactions in European football we had promised the clubs. This reveals the complexity of the matter, and more studies will have to be done before a general discussion on principles can take place.

UEFA's finances are in very good shape, with additional revenue expected from UEFA EURO 2004 and a good start to the club competition season. In line with our investment principles, we have invested some of our capital in new financial products during this period, which should allow us to gain additional income without running additional financial risks.

My conclusion is that 2004 has been an exceptional year for European football in many respects and I would like to thank everybody involved in our beautiful game for their contribution to the success.





Communications & Public Affairs

William Gaillard

“In 2004 the Communications & Public Affairs Division continued its work on all fronts, providing services for media at all UEFA competitions, supporting the President and CEO and the UEFA Administration in their communication needs, while helping foster UEFA’s relations with the EU. The continuing success of the UEFA Champions League and the renewed UEFA Cup format means that the pressure on UEFA to communicate effectively to all its various stakeholders will continue to remain as high as ever for the foreseeable future.”



UEFA EURO 2004 and UEFA Club Competitions

Every four years UEFA is involved in organising a football tournament that has no equals except for the FIFA World Cup, and that is the UEFA European Football Championship. Last year it was Portugal's turn to host this football extravaganza and, as at previous tournaments, the best of European national football again delivered a feast for the fans and TV viewers worldwide.

With this high-profile event came huge pressure from the world's media on UEFA and EURO 2004 SA to provide top-class media facilities for the journalists and television to report on this tournament to the world. Once again, although not without its challenges and difficulties, UEFA delivered and provided excellent facilities for the world's media.

In addition, during 2004, Media Services continued to provide a full service for the media at all matches in the UEFA Champions League, including the final in Gelsenkirchen, at the successful UEFA Cup final in Gothenburg, and at the myriad of final tournaments organised by UEFA in the women's football, youth football and futsal sectors.

As the popularity of football has continued its ascent, in particular European football, with its star names that are no longer news stories confined merely to the sports pages, the pressure exerted by the media on all those involved in European football has increased enormously.

The division has continued to reply to the pressures from the media in a number of positive ways and in a responsive manner. Media asking for factual information, interviews or requiring publications are dealt with quickly and efficiently by the Media Services unit, and the UEFA media desk, a direct telephone number for media enquiries, continues to deliver fast and accurate information direct to the media.

A large part of the division's work is the production of the majority of UEFA publications, including the monthly uefadirect for the football family.





Brussels and the EU

Links with the EU and with Brussels continue to be highly important for the future of UEFA and one objective has already been reached in 2004, with the inclusion of an Article for Sport in the new EU Treaty, which still has to be ratified by all member states.

The Brussels office has continued to forge links with the Brussels community via the Friends of Football among the MEPs and with the hosting of the Jubilee Exhibition in the Parliament in September 2004.

CHAMPIONS Magazine

The first full season of the new *CHAMPIONS* magazine proved to be successful, although for the new 2004/05 season the German and French language editions have been dropped in favour of a sub-licensing approach to languages. This looks to be paying dividends, as a Japanese version of *CHAMPIONS* will appear in 2005 and further deals look to be on the way.

Publications

A huge number of publications were produced by the division in 2004, including the final programme for UEFA EURO 2004, the programmes for the finals of the UEFA Champions League, the UEFA Cup, and all other UEFA final tournaments, plus assorted statistical booklets and other corporate publications.

Together with the Jubilee co-ordinator, the UEFA Golden Jubilee book was also finalised, printed and distributed to associations and members of the football family.

The monthly *uefadirect* was produced in house with increased popularity among member associations, who are contributing more than ever, and with the continuing occasional inserts of *Medicine Matters* and *The Technician*, produced in collaboration with the Football Development Division.



Charity Communications & Support

Part of the division's work is support for and communication of the good work that UEFA is carrying out both directly and indirectly with solidarity money in the football world. The division helps to support the whole UEFA charity portfolio and has been particularly active in communicating the financial and other support given to the ICRC, mainly off the platform of UEFA EURO 2004, as well as the continuing work carried out in collaboration with FARE (Football Against Racism in Europe) against racism, which unfortunately became a major issue in European football again towards the end of 2004. A major new campaign with the backing of major football stars such as Zinedine Zidane and Thierry Henry is planned for 2005.

Following the catastrophe that struck the coasts of South and South-East Asia as well as part of Africa, UEFA joined forces with FIFA to express solidarity by organising a match in Barcelona in aid of the victims. In addition, UEFA donated one million dollars to the ICRC in support of child victims of the tsunami in Sri Lanka and a further one millions dollars to the solidarity fund set up by FIFA and the Asian Football Confederation.

uefa.com

Collaboration with UEFA New Media continues to be of paramount importance to the division in communicating, and a close working relationship is enjoyed by both parties, enabling UEFA to get its news out quickly and efficiently via the website, as well as making sure that information, details and interviews are coordinated in the best interests of Europe's football governing body. Further convergence of these two communication platforms can only help to enhance the image and reputation of UEFA in the future.

The Way Ahead

The future of the division looks to be both bright and busy, as the revised format of the UEFA Cup will no doubt add increased media interest to this competition, while the strategic decision to put women's football and futsal into the Professional Football Division will lead to an increase in professionalism and expanded media activities.

The further expansion of the popularity of the UEFA Champions League means that media interest is bound to heighten as its fan base spreads further east.

New challenges await the division following the restructuring at the end of 2004 but the team is well equipped and motivated to face them strongly and head in the interests of the world game.



UEFA New Media

Alexandre Fourtoy

“2004 has seen a major step forward for UEFA New Media SA, due to our contribution to UEFA EURO 2004. Bringing our first three years of existence to a conclusion, the euro2004.com website encapsulated – in one month – every development that UEFA New Media has undertaken since its creation, with particular regard to web design, multilingual and multimedia offers and mobile delivery. UEFA New Media was proud, on UEFA’s behalf, to deliver more than one billion page impressions over the UEFA Internet platforms in 2004 – proof that the Internet is a key asset in the modern-day media landscape, both for promoting European football and communicating with the fans.”



In 2001, through its strategic decision to create a dedicated subsidiary, the UEFA Executive Committee changed the way that an organisation of UEFA's size approached new media and technology matters, and effectively recognised their importance in a constantly evolving world.

One of the key consequences has been the approach to an event such as UEFA EURO 2004, where, for the first time, and thanks to the knowledge and experience gathered through uefa.com, a major body like UEFA was able to fully prepare a major event website, euro2004.com.

However, producing euro2004.com did not merely limit UEFA New Media to website operations – it actually activated all the services that UEFA New Media has built on UEFA's behalf: content, design, editorial services, sophisticated sponsor integration, services to the football family, video services and delivery to the partners, the broadcasters, and the football family, on-demand video rights exploitation over the Internet, and video delivery to mobile phones worldwide. It was a key challenge for the company.

The 2003/04 season was unique for UEFA New Media, firstly in that it was the first year of the new UEFA Champions League rights cycle, with a new segmentation of rights involving sponsor integration, video over Internet and mobile phone exploitation, and secondly, because of euro2004.com. Consequently, it has been an exceptionally busy year, as both events do not usually take place at the same time.

2003/04 – A New Landscape in New Media for UEFA

As the new UEFA Champions League rights segmentation – implemented with the agreement of the European Commission – started from the 2003/04 season, UEFA New Media had to adapt its service delivery to three new obligations – structuring exploitation for video on the Internet, similar activities for video on mobile phones, and delivering services to clubs to allow them to start their own exploitation of UEFA Champions League home and away matches.

A channel called "Action" has been launched on uefa.com, in partnership with Real Networks, through which paying subscribers can access UEFA Champions League matches (video, audio commentary, highlights) and a comprehensive archive of ten years of the competition.

We have also created an exclusive digital video management tool – the Digital Video Library – which encodes and transforms live video into computer-manageable files to allow easy video-for-Internet production, an enhanced video search engine for partners (broadcasters, sponsors and the football family) and the near-live delivery of goal-clips for mobile phones. As a result of successful rights sales to mobile partners across Europe, the near-live UEFA Champions League clips produced by UEFA New Media are available in more than 40 countries only minutes after a goal is scored.

In building the video archive for UEFA, UEFA New Media also delivered match videos to partners and clubs participating in the competition. These were for their own exploitation, directly through tapes or via the Digital Video Library, which provides secure access, through the Internet, to video archives from anywhere in the world.





uefa.com - The Leading Football Website

Thanks to the launch of its coverage in eight languages, as well as its enhanced multimedia offering, uefa.com achieved 537 million page views during the 2003/04 season – an increase of 27% over 2002/03. Progress has been even more spectacular in terms of unique visitors – the site welcomed 32.5 million unique visitors, compared with 21.1 million in 2002/03, an increase of 54%.

euro2004.com – A New Benchmark in Event Websites

The official UEFA EURO 2004 tournament website, euro2004.com, received over half a billion (500 million) page views and over 40 million visits, making it one of the most popular sports event websites of all time.

The figures set a new record for an official UEFA EURO website and marked an increase of over 285% against the 128.8 million page views registered by euro2000.org. The site, available in nine languages, received visitors from 230 countries, with over 50% coming from outside Europe – 27% from Asia and 20% from North America. European visitors made up 45% of the site’s traffic.

A site’s success cannot, of course, be judged solely on its popularity and euro2004.com was also highly praised by the quality of its content. Indeed, an online survey of over 10,000 euro2004.com users conducted during the tournament showed that 97% of respondents valued the site as a source of accurate information.

The site itself was produced in nine languages: English, Portuguese, French, German, Spanish, Italian, Russian, Japanese and – for the first time – Chinese.

Significantly, for the first time, site users were able to view highlights of every match on the official tournament website. The euro2004.com “Action” broadband service gave fans the chance to listen to live audio commentary and watch video highlights of each match shortly after the final whistle. The service received over two million visits, and 92% of respondents to the user survey said they were satisfied with the site’s multimedia offering. In total, 75% of visitors accessed euro2004.com using a broadband connection.





Information Technology – A Closer Approach for Better Integration

One of the major changes within UEFA New Media has been the merger with the UEFA Information Technology unit (October 2004). The aim is to create a unique approach to technology and provide efficiency and coherency in view of future developments.

The new mission of the company, renamed UEFA Media Technologies SA in December, is to provide UEFA with all of the services linked to technology solutions and new media exploitation. This encompasses the management of every UEFA IT area, including the software developed and used for European football management and the management of the relevant hardware solutions.

At the Service of the Football Family

Another key achievement during 2004 has been the successful expansion of UEFA New Media's work on behalf of the football family. Partnerships with national associations and clubs have been progressing as the number of football family members now using the various tools provided by UEFA to enhance their own website has been increasing.

In Conclusion

2004 has been a key year for UEFA New Media. The delivery of euro2004.com was not only a major company challenge – it also allowed us to demonstrate, over one month, the achievements and experience gained over the three years that uefa.com has been in operation.

The year has also been pivotal, in that we have built up and delivered services beyond the web, such as video rights exploitation over the Internet and mobile rights exploitation. We have given UEFA a sum of assets providing a better control over its rights, a better tool for the promotion of European football, and the capacity to adapt itself to this constantly evolving market.

The Way Ahead

This year has also been the last for UEFA New Media SA in its current shape, as the company has expanded after the merger with UEFA's IT unit and has been renamed UEFA Media Technologies SA, to reflect the wider scope of the service we provide to UEFA as the "mother ship".

In a market where the broadband Internet is constantly expanding, where digital television allows High Definition, and where any change is implemented extremely rapidly, the main challenge for UEFA Media Technologies will be to allow UEFA to stay at the forefront of technology, for the entire benefit of European football. In response to new market demands, this will be expressed through the next round of UEFA sales for 2006–2009 or technological innovations for UEFA EURO 2008. Our mission will be to give UEFA the hardware and software management tools to enable the body to serve the game on this continent.



Competition Operations

Jacob Erel

“This was the year of UEFA EURO 2004 in Portugal, an event giving an exceptional and exciting touch to our activities and keeping the division busy as it thrived to give its contribution to a successful tournament. It was also the year of testing out artificial turf for UEFA competitions, as the pilot programme came to its conclusion in October.”

The division's four units have collaborated in providing the best possible event organisation, the best possible support for the appointment and assessment of match officials, along with high-quality management and infrastructure of stadiums used for UEFA competitions – with particular efforts to ensure a safe, secure and service-oriented match environment. Anti-doping actions have been put on the agenda to a larger extent than before and the continuous smooth-running administrative functioning of UEFA competitions has been an important aim.

Event Management

The development competitions were highlighted by two Jubilee events – the European Under-17 Championship final round in France and the final round of the European Under-19 Championship in Switzerland – countries that, respectively, have hosted the UEFA Administration since its foundation. The two club competition finals in Gothenburg and Gelsenkirchen based their success on experienced, highly committed local organising committees, which was likewise for the European Under-21 Championship final round in Germany.

During UEFA EURO 2004, the unit ensured the sporting aspects by coordinating the various operational activities between UEFA headquarters and EURO 2004 SA, as well as the match organisation via ten Venue Directors. The traditional kick-off events for the new season were once again organised in Monaco in August, while two other major gatherings of the UEFA football family took place in Cyprus (Congress) and Portugal (Conference of Presidents and General Secretaries) with the organisational assistance of the Event Management unit.

The last-ever European/South America Cup was organised in Yokohama, Japan, in December 2004. The second part of 2004 saw various site visits to future hosts of the various competitions, the launch of the 2005 club competition final projects for the UEFA Cup final in Lisbon and the UEFA Champions League final in Istanbul and intensified preparation for the season highlight of next year, the final round of the UEFA Women's Football Championship, WOMEN'S EURO 2005, as well as the final countdown to the Meridian Cup in Turkey.

Refereeing

The unit and the Referees Committee expanded their development programme by staging four regional referee instructor courses for the leading instructors from each national association. These courses were successful thanks to all those involved and will help improve the uniform interpretation of the Laws of the Game throughout Europe.

UEFA EURO 2004 was considered a great success for refereeing. The excellent organisation and facilities provided by the local organisers were greatly appreciated by the 40 match officials appointed for this tournament. For the first time at such a final tournament, refereeing "trios", who had already officiated together in many UEFA matches, were appointed and this was a major contributing factor to their excellent performances.

2004 also saw the completion of the refereeing audit begun in 2003. A final report was accepted by the Executive Committee and submitted to the member association presidents and general secretaries in June. However, it is not the end. The audits presented many areas for follow-up, and this is now ongoing. The unit's day-to-day work continued as before with well over 1,000 referee appointments, processing of referee match marks, organisation of courses and the production of educational material.





Stadium & Security

During UEFA EURO 2004, the UEFA security officers extensively controlled all matches, observed fan behaviour in the cities, airports and the UEFA fan park and submitted detailed audit reports on the security operations in the hours after every match.

A major new survey, 'Best Practices EURO 2004', was coordinated by UEFA and commissioned by the Daniel Nivel Foundation at the behest of UEFA. It started in June by establishing how major sporting events can be staged without violent incidents and examining what precautions should be taken before and during such events to preserve law and order and safety in stadiums. The results of the study have been published and the conclusions will be incorporated into future major events, like the 2006 FIFA World Cup and UEFA EURO 2008.

The unit has established a UEFA stadium and security database, which proactively supports match officials, clubs and associations in their match preparations. The database is also linked to a pan-European police football intelligence system.

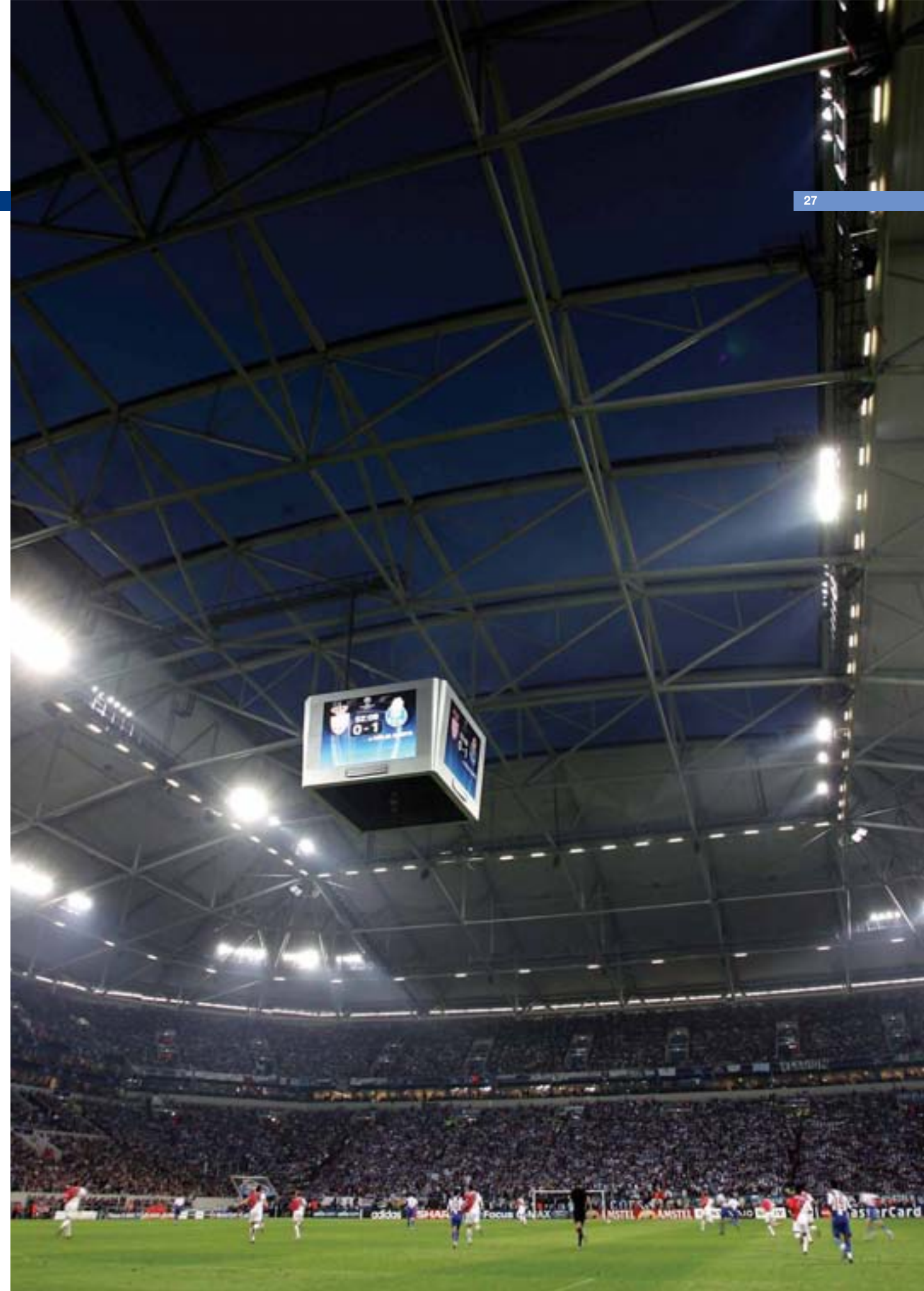
UEFA security officers were appointed for various high-risk matches. The security audit for the 2005 UEFA Champions League final in Istanbul took place in August and UEFA is advising the local organising committee and closely monitoring the follow-up needed in the coming months.

Artificial Turf

A report on artificial turf was published in October and subsequently submitted to the UEFA Executive Committee in November, which accepted the proposal to allow FIFA/UEFA-approved artificial surfaces in the top competitions from the 2005/06 season. The report is based on cooperation with the five pilot project partners and takes account of criteria such as the feedback received from players and coaches, test measurements (comparison between natural turf and artificial turf), medical surveys and statistical data, as well as video observation of the teams. Agreement has been reached with FIFA to harmonise standards and test methods.

Delegates

While acting as coaches, former expert delegates have successively introduced an impressive number of new match delegates to their task.



Competition Services

The unit is primarily responsible for the administration of all UEFA's competitions, including registration and control of match fixture details, player registration, kit control and accurate and punctual entry of match reports. Once again, the unit oversaw the administration of a new record of 1,537 matches during 2004 and registered nearly 20,000 players. During UEFA EURO 2004 a new and innovative doping control programme was implemented, which involved out-of-competition tests, testing for use of EPO, the use of player escorts (chaperones) and the 24-hour services of the local laboratory. The programme was well received by teams and organisers alike.

The Competition System is the principle working tool through which the unit supplies the majority of competition information, and efforts are ongoing to maximise the efficiency and usability of this tool as well as to automatically ensure the highest possible degree of data quality.

The project which was begun last year to update missing match data in the UEFA Competition System for historical games has largely been completed and final efforts are being made to fill in remaining details. Following ongoing communication with both manufacturers and the clubs, and the publication of the new UEFA Kit Regulations, the overall number of kit-related errors has diminished significantly.

The Way Ahead

The process of merging some of the division's actual activities with new ones has started. The National Associations division came into existence in January 2005, including Referees, Stadium & Security, the Assistance Programmes and the new Top Executive Programme for all UEFA national associations.

The design and implementation of the Top Executive Programme will constitute the biggest challenge for the new division in the year to come. It will be developed primarily for the benefit of presidents and general secretaries and is part of a global concept to offer the national associations an access point to UEFA and to ensure that initiative in and control of European football remain with the organisations that are the primary stakeholders of UEFA.





Finances

Hanspeter Jenni

“2004 was a very special year for UEFA, and the Finance Division was affected in particular by UEFA EURO 2004. Besides a heavy workload, this also had repercussions on UEFA’s balance sheet as at 31 July 2004 and the income statement for the 2003/04 financial year, as is apparent in the separate 2003/04 Financial Report.”

Every fourth financial year at UEFA is very special and the Finance Division has got used to dealing with European Football Championship transactions. But UEFA EURO 2004 was more and can be considered as the start of a new UEFA era. It was possible to transfer CHF 490 million into the EURO pool in favour of UEFA’s member associations to finance the HatTrick scheme during the four years ahead.

The recently introduced cost accounting and reporting systems for the many UEFA activities have proven to be a success.

The next step will consist in introducing continuity for UEFA and its affiliated companies. The accounting will therefore be in-sourced and dealt with centrally. The UEFA Finance Division will consequently act as a proper service provider.



UEFA EURO 2004

As mentioned, 2004 was a very special year for UEFA, due to UEFA EURO 2004 in Portugal: Never before has UEFA achieved such an outstanding financial result.

- The most important contract, with the European Broadcasting Union (EBU) for television rights within Europe, covered all the European broadcasters.
- The overseas television rights were handled by two agencies, however the contracted broadcasters paid UEFA directly. This was the consequence of past experience, when certain agencies went bankrupt. The UEFA EURO 2004 broadcasters insisted on transferring their money to UEFA's bank accounts directly, to ensure that they did not lose their contractual amounts and be left with no television signal. To cope with this constellation, UEFA had to operate various bank accounts, in different currencies.
- The UEFA EURO 2004 official and local sponsors, as well as the merchandising programme, were dealt with in house by the Marketing Operations Centre, meaning that the relevant accounts and payments could be managed and monitored by UEFA directly by using the relevant cost centre and product codes respectively.
- Finally, ticketing and hospitality were managed by the EURO 2004 SA joint venture, a company owned jointly by UEFA and the Portuguese FA, with the Portuguese government as a minor shareholder. This cooperation proved to be excellent, including in terms of coordinating financial issues.

All payments were made on time – whereby the lion's share was due already before or during the event itself. This of course is a comfortable situation for any organiser and ultimately for all participating associations as well. Compliments and many thanks should therefore be addressed in this report to all broadcasters and partners concerned.

Having now described the sources of income, the use of these funds is obviously also of interest, and the most important key figures are stated below. Full details are published in UEFA's Financial Report 2003/04, as being submitted to the UEFA Congress in April 2005.

- CHF 200 million was reserved for the 16 teams playing in the final round (CHF 120 million in 2000), with a minimum share of CHF 7.5 million and a possible maximum share of CHF 27.5 million; these amounts including a fixed minimum share and performance bonuses. Greece received the highest share, CHF 26 million.
- Approximately 60% of this money was paid out to the 16 associations in July 2004 already, from which the amount due for the match tickets bought by the association in question was first deducted.
- As stipulated in the regulations, the UEFA EURO 2004 final payments were paid in December 2004.
- CHF 490 million was transferred into the EURO pool to cover all the HatTrick scheme payments in favour of all UEFA member associations in the next four years.
- CHF 240 million was kept in UEFA's books to partly finance the three years to come, when no European Championship income will be forthcoming.
- The remaining amount was used to cover the total UEFA EURO 2004 organisational costs over the four-year preparatory phase of both UEFA and EURO 2004 SA, and also includes their profit share.

Finally, it is worth noting that UEFA EURO 2004 was the first final round with the euro currency in circulation. This greatly facilitated financial transactions for this event and in particular those handled on the spot during the event.

UEFA Champions League and UEFA Cup

The flagship club competition, the UEFA Champions League, was also very successful, and was played in a new format with 13 match days (compared with 17 in the four seasons before) involving 125 matches (157 before). Total income obviously dropped but the average generated per match increased.

A total of CHF 633 million was paid out to the 32 teams taking part in this competition. To reach this objective it was not only essential that the 32 clubs played their games, but it was also necessary for the UEFA Champions League partners to play their part off the pitch too, which they did, as always.

UEFA Cup income continued to decrease, even though the decline was less striking than in past years. The new UEFA Cup format, introduced in the 2004/05 season, has got off to a promising start.

Taking into consideration the success of UEFA's top competitions, it is logical that a considerable money flow goes with it. UEFA, as a non-profit organisation, distributes these funds, with the biggest share reserved for the participating teams and as high an amount as possible paid in form of solidarity payments to various stakeholders at all levels in all associations.



UEFA Administration Issues

UEFA is making every effort to limit the expenses of its administration. The recently introduced cost accounting system has proven to be a success and allows accurate reporting. Budgets by division and by unit (i.e. cost centres) were constantly monitored, with regular forecasts established to steadily reflect the actual and ever-changing environment. The 2003/04 result is considerably better than budgeted and approved by the 2003 Congress, which is mainly due to higher income, from UEFA EURO 2004 in particular, but also due to lower expenses. The positive effect of the new cost accounting system should not be neglected.

One budget position which unfortunately could not be achieved was the "asset management" result. Conditions on the financial markets during the whole 2003/04 financial year were very poor and have improved only very little in recent months.

- As was the case in the past, UEFA's financial policy is to avoid risks. This means that only the lowest-of-the-low yield investments could be considered, namely those that exclude risks. The money market was considered to offer the best conditions.
- In spring 2004, CHF 175 million was invested in alternative capital-protected products. Unavailable before, this will allow a better return to be registered in the coming years.



Purchase Order System

On the organisational side it is important to constantly update working methods and processes, in particular in respect of IT tools. During the period under review we undertook efforts to be able to cope easily with the Purchase Order System (POS) due to be introduced soon. All future orders will be handled electronically, with a purchase order issued at the beginning of any order and an automatic budget control made at this stage.

The Way Ahead

Over the last two to three years, and following the recruitment of a Financial Controller, financial management has changed significantly and improved at the same time.

All financial data referring to UEFA's main activities but also to the new activities of our organisation, such as UEFA New Media SA, the Marketing Operation Centre and EURO 2004 SA, are able to be dealt with accurately and the reporting streamlined.

The experience gained during the period under review will be important for the future. The set-up of UEFA's new organisation, potentially with three affiliated companies, will of course mean a challenge and it is only natural that the Finance Division itself needs to be adapted to these changes.

Cooperation between the Finance Division and the Controller will be of paramount importance in the future as well, when the accounts of UEFA and its affiliated companies are dealt with centrally, with consolidated figures to be established.



Football Development

Andy Roxburgh

“During 2004, the Football Development Division, in close cooperation with the associations, fulfilled its remit by improving, expanding and promoting the development competitions and the various aspects of technical education (coaching, grassroots and medical). In a dynamic, rewarding year, special contributions were also made to UEFA EURO 2004 and the UEFA Jubilee.”

The Football Development Division's motto is 'improve the quality – increase the interest', and this approach was evident throughout a year of intense activity. The division promoted participation at grassroots' level, directed and upgraded the development competitions (youth, women's and futsal), conducted medical research on injury patterns, refined and expanded the coaching and grassroots' endorsement programmes, produced – in collaboration with the Communications & Public Affairs Division – technical reports on all UEFA competitions, and organised further education conferences, seminars, and forums for association technicians/officials and club coaches.



Technical Education

In 2004, membership in the Coaching Convention grew yet again; 37 of the 52 UEFA associations are now members of the Convention, with 24 of these endorsed at Pro level. Over 143,000 coaches now have a UEFA-recognised diploma.

As part of the further education programme, coach educators met for the fourteenth time in March/April for a practical course, which focused on developing football philosophies. Appropriately, the course took place in Crete/Greece.

Stockholm played host to the 6th Conference for European National Coaches in September. The purpose of the event was to review UEFA EURO 2004 from a coaching perspective and to present the technical analyses of this major European event to all 52 member associations. This was based on the technical report produced by the UEFA Technical Study Group.

The European Elite Coaches Forum, which took place for the sixth time in Nyon/Geneva, has become an important gathering of top club coaches.

Grassroots

In 2004, the Grassroots Working Group focused on fine-tuning the Grassroots Charter guidelines and evaluating the six pilot associations.

The 5th UEFA Grassroots Course took place in October in Oslo. A total of 120 participants attended this event, which covered a wide range of presentations, practical sessions and discussion groups. National association programmes and disability football schemes were presented. Former star players (Serghei Aleinikov, Zvonimir Boban, Gabriel Calderon, Hansi Müller, Dariusz Dziekanowski) played against school children at the inauguration of a UEFA financed mini-pitch.

The Summer of Grassroots Football, linked to UEFA's Jubilee celebrations, was a great success. It included a photo contest (won by Armenia) and recognition for the most valuable grassroots football event in each association. In addition, 150 UEFA grassroots T-shirts and 100 UEFA grassroots balls were distributed to all 52 associations. Approximately 155,000 participants received a UEFA certificate of attendance following the summer festival.

Medical Matters

We completed an injury study during UEFA EURO 2004 and the 2003/04 UEFA Champions League. A preliminary report was also drawn up for the Artificial Turf Panel in which the risk of injury on artificial surfaces is compared with that of natural grass.

Following a review in 2004, a new unit headed by the Deputy CEO will now handle anti-doping matters. An Anti-Doping Panel composed of medical and legal experts will also be appointed.



Youth & Amateur Football

The 7th UEFA Youth Conference was superbly hosted in Berlin-Potsdam by the German FA (DFB) from 28 to 30 January 2004. It was the inaugural event in UEFA's Jubilee programme.

The European Under-17 Championship final round, organised by the French FA, was a great success. An average of over 3,900 spectators attended each match. The home team won the tournament.

The closing event of the 2003/04 season was the European Under-19 Championship hosted by the Swiss FA and culminating in a final tie at the Colovray stadium opposite UEFA's headquarters in Nyon. Spain defeated Turkey 1-0 with a goal in the 92nd minute. The tournament was well organised by the host association and attracted an impressive average attendance of around 2,900 spectators per match.

An important European youth football event was organised on 30 November and 1 December. This included the qualifying round draw for the 2005/06 season, discussions on hosting/dates and a youth competition workshop. This event was attended by over 40 associations.

Women's Football

The first Women's National Team Coaches Forum took place in Nyon on 12 February, and a valuable exchange of ideas took place.

The European Women's Under-19 Championship final round, organised by the Football Association of Finland, was a success from both a sporting and organisational point of view. While the overall attendance figures were disappointing, a crowd of 2,600 attended the final, a record number since the competition began in 1997/98. Spain defied the odds and beat the favourites, Germany, to win the title for the first time. The top four teams, Spain, Germany, Italy and Russia, represented Europe in the FIFA Under-19 Women's World Championship in Thailand from 10 to 18 November 2004.

A total of 43 associations entered the 2004/05 UEFA European Women's Under-19 Championship (compared with 39 teams in 2003/04), which underlines the growing interest in this competition.

In the UEFA Women's Cup, Swedish champions Umeå IK met German champions 1. FFC Frankfurt in a replay of the inaugural final in 2002. This time the Swedes came out on top and took the title for the second time in a row.





Futsal

Italy, Spain, Russia, Ukraine, Portugal, Hungary and the Netherlands qualified for the final round of the European Futsal Championship in Ostrava, Czech Republic.

In the 2004 Futsal Cup, Boomerang Interviú FS ensured the Spanish monopoly continued, but they were grateful for their 4-1 first-leg lead, as SL Benfica pushed them hard in Lisbon, beating them 4-3 in a thrilling game.

It is pleasing to report that Bulgaria, England, and Romania have joined the futsal family – 34 associations are now participating in the European Futsal Championship.



Football Development Competitions – General

New coefficient ranking systems have been approved for the Women’s Under-19, UEFA Women’s Cup and the European Under-17 and Under-19 Championships, and will be applied for the forthcoming competitions.

A new bidding procedure for the final rounds of development competitions was launched for the European Women’s Under-19 Championship in 2006 and 2007, the European Under-17 and UEFA Under-19 Championships, and the 2007 European Futsal Championship. Several very good bids were presented, and there is an increase in interest.

Final tournament organisation binders for all our competitions have been finalised as a working tool for local organising committees. Mini-tournament organisation binders will also be finalised as a tool for mini-tournament organisers.

The Way Ahead

During 2005, the Football Development Division will establish the Grassroots Charter, increase the Coaching Convention membership, and draw up guidelines for Youth Academy Endorsement. In the medical field, greater emphasis will be given to education and research.

Futsal and women’s (adult) competitions will be transferred to the Professional Football Division and it is hoped that this move will create new levels of interest and investment. The youth competitions will be promoted and developed with increased vigour, and the education/development of players, through the competitions, will become a priority.





Legal Services

Gianni Infantino

“2004 was a crucial year for the Legal Services Division, with a great volume of work and many challenges in all areas of our activities. In particular, two major challenges were accomplished in a very successful way: firstly, the introduction for the first season of the club licensing system, and secondly, the smooth running of all legal and rights protection aspects related to UEFA EURO 2004.”



In addition to the successful implementation of the club licensing system in all 52 member associations, particular attention was also provided to the assistance of member associations in statutory and other legal matters.

The Disciplinary Services also provided high-quality work this year, issuing important decisions that also serve as examples and precedents for disciplinary matters in Europe. The revision of the UEFA Doping Regulations and the UEFA Disciplinary Regulations has also been successfully achieved.

EU matters continue to be a key element of the activities of the Legal Services. The study of possible rules to encourage local training of players and the participation in FIFA's review of the transfer regulations are fields in which EU law is particularly important. Close monitoring and dialogue with the European Union authorities in legal matters (for example, regarding exploitation of new media rights) is also ongoing.

On the Commercial Legal side, UEFA EURO 2004 was a great success. The implementation of specific laws in Portugal, as well as the excellent cooperation with the Portuguese authorities in the rights protection programme, were the highlights of the year. It is important to underline that of over 400 contracts signed in relation to UEFA EURO 2004, not one major legal problem ended up in court. On the contrary, UEFA was even able to win some landmark cases in the fight against illegal ticketing activities.

EU Matters

2004 was an important year for the European Union, as it expanded towards the east to include ten new member states. This also has implications for UEFA and, in particular, for the national football associations of the ten new countries, which now fall under the EU's legal and political umbrella. In recognition of this development, UEFA organised a seminar in Brussels for all national associations in the enlarged EU/EEA to explain some of the implications of EU membership, such as questions about media rights and the free movement of workers.

UEFA continued with many EU-related projects in 2004, including revision of the international player transfer system, following the accord signed between FIFA and the European Commission back in 2001. UEFA has also been active (together with national leagues and players' unions) in the development of a social dialogue in football.

In the course of the year, UEFA has been studying the possible introduction of a new rule to encourage more local training of players. Whatever provision is introduced it will have to meet both sports-policy objectives and the legal requirements of EU law.

We have also taken steps to ensure that UEFA's club licensing system is compatible not only with EU legal requirements but also with national laws in the largest jurisdictions of our membership.

Turning to commercial matters, UEFA has participated in an EU sector inquiry concerning the exploitation of football rights over 3G mobile phones. A similar inquiry will follow shortly regarding the Internet. We have also taken steps to ensure that our television rights tender for UEFA EURO 2008 complies with EU legal requirements. Finally, we have continued active lobbying in connection with the possible introduction of new provisions relating to news access, as this matter is of increasing importance to football.





Legal Services & National Associations

Club Licensing System

The club licensing system has been successfully implemented in all 52 national associations for the first licensing cycle (2004/05 season). In total 644 clubs have undergone the first licensing cycle at national level (528 were granted a licence, 116 not). In general, the national associations and the clubs made many efforts during this reporting period to implement and fulfil UEFA's minimum licensing requirements. Especially within the field of stadium infrastructure and overdue payables UEFA observed significant improvements.

UEFA made spot-check visits to ten national associations (selected by electronic draw) in order to ensure that licences were being granted appropriately to the clubs concerned and to further improve the system.

The process to further develop the system has started. At the request of the UEFA Executive Committee, a financial working group has been created and has started reviewing the financial chapter.

National Associations

The unit assisted several national associations in redrafting their statutes and/or resolving internal legal and political problems.

Licensed Match Agents

The number of licensed UEFA match agents increased considerably in 2004 (17 new agents) and most UEFA match agents whose licence expired in 2004 decided to renew it.



UEFA Commercial Legal Services

UEFA EURO 2004

All contracts for the commercial programme were concluded during the course of the year, including all contracts for the licensing programme, sponsorship agreements as well as the arrangements for the UEFA EURO 2004 fan park set up in Lisbon.

The rights protection programme was successfully implemented. This involved extensive local cooperation with the Portuguese government and authorities, such as the local police force responsible for enforcing intellectual property rights, the trademark registry and Portuguese customs. In addition, we undertook extensive action throughout Europe and the rest of the world to protect UEFA's rights and those of its commercial partners.

UEFA EURO 2008

Enormous progress has been made with regard to the staging and stadium agreements, which form an important basis for UEFA EURO 2008.

We prepared the invitation to tender for the television rights for the tournament and will evaluate any bids received with colleagues in the restructured Marketing & Media Rights Division.

UEFA Champions League, UEFA Cup and UEFA Super Cup

Tenders were undertaken and completed for the exploitation of the commercial rights relating to these competitions and contracts concluded with the appointed agents for the exploitation of these rights. In addition, we agreed standard contracts with TEAM Marketing AG, and contracts with the broadcasters and other commercial partners have been concluded.

Corporate Matters

The unit is providing ongoing advice for the establishment of the new UEFA structure, especially in relation to tax and corporate structural matters. In addition, particular care is being taken in the management of UEFA's insurance portfolio.

Disciplinary Services

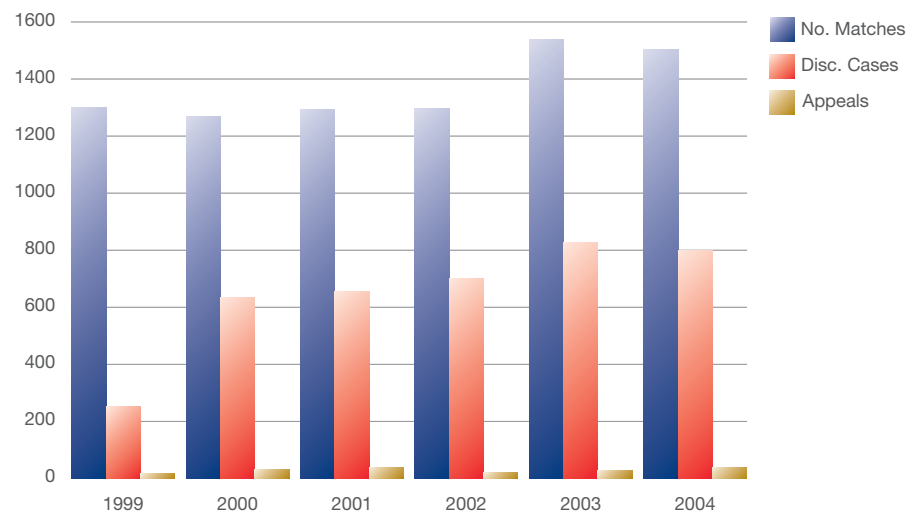
Every second UEFA match continues to give rise to a disciplinary case, although the total of disciplinary cases dealt with in 2004 decreased slightly as fewer matches were played.

On the other hand, the number of appeals rose by almost 50%, from 27 to 40. The main reason for this increase is the further adaptation of the appeals proceedings to the needs of football by providing the possibility of provisional measures and/or decisions taken by a judge sitting alone. Together with the possibility of settling litigations by identical requests, the said instruments allow accelerated proceedings under observation of fundamental legal principles.

The largest number of disciplinary cases arose from red cards, followed by actions brought for lack of order and discipline in a stadium and improper conduct by a team.

The decisions of the Appeals Body were challenged three times before the Court of Arbitration for Sport (CAS) in Lausanne.

2004 was also the year when the UEFA Doping Regulations (effective 15 April 2004) and the UEFA Disciplinary Regulations (effective 27 May 2004) were revised to take account of the most recent developments in practice and jurisprudence.



Season	1999	2000	2001	2002	2003	2004	
No. matches	1300	1267	1294	1296	1537	1503	
Disc. cases	752	635	656	700	827	800	Estimated
Appeals	17	32	38	20	27	40	Estimated



Assistance Programmes

Markus Studer

“2004 was the starting point for the implementation of the UEFA HatTrick scheme. The programme has been successfully introduced across UEFA’s member associations and has been very well received by all those involved.”





HatTrick Scheme

The implementation of the programmes under the HatTrick scheme started in January 2004. It has already produced encouraging results both in terms of sustainable infrastructure projects and providing football facilities for people of all ages, particularly children, all over Europe.

Under the HatTrick investment programme, projects of 27 football associations have been approved by the HatTrick Board, accounting for some CHF 56 million, which is virtually half of the total amount being made available to the associations in a four-year programme that is barely a year old.

Under the mini-pitch scheme, projects of 20 football associations have been approved, totalling some CHF 16.2 million, and 23 associations have already installed the prototype mini-pitches offered by UEFA. In addition an education concept has been submitted for approval.

Charity

Conscious of its corporate social responsibility, UEFA has promoted concepts of football for all and sport for development, supporting key areas such as football for disabled people and grassroots football. At UEFA EURO 2004, it attracted public support for the "Protect Children in War" campaign of the International Committee of the Red Cross (ICRC), and supported anti-racism and fan embassy activities via its partner FARE (Football Against Racism in Europe).

UEFA continued its traditional support of a number of humanitarian and educational projects.

The International Sports Organization for Persons with Intellectual Disability (INAS-FID) received the 2004 Monaco cheque for its football development programme.

The three-year partnership contracts with the four core partner organisations (FARE, the Cross Cultures Project Association, Special Olympics Europe Eurasia, and the ICRC) were renewed and total donations of CHF 2.7 million were made for their 2004/05 activities. Other projects sponsored were the 2nd World Cup for the Homeless in Gothenburg and football activities of the World Heart Federation.

Meridian Project

The projects in favour of Ethiopia and the Central African Republic were fully implemented and a meeting of the Meridian Board was held in Cyprus on 20 April 2004, on the eve of the UEFA Congress.

In the direct aid programme, two education courses, on coaching and refereeing, took place from 5 to 10 July in the Central African Republic.

Three education courses, on coaching, refereeing and medical matters, were run from 23 to 30 July in Ethiopia, and football equipment and computers were distributed to the regional leagues.

In line with the recommendations of the Meridian Board, different meetings to give a new education-oriented direction to the partnership programme were held and two meetings took place with CAF and some European associations to identify needs and objectives.

UEFA will continue its support to CAF through the Meridian project by focusing more on education in favour of the development of youth football.





The Way Ahead

UEFA's new organisational structure will also have an impact on the Legal Services Division. We should make sure we adapt quickly to the changes in order to offer the best possible services to the whole of UEFA, its member associations, leagues, clubs and players.

On the Commercial Legal side, particular attention will be given to all contractual matters around television and sponsorship (mainly UEFA EURO 2008 and the UEFA Champions League for the 2006–2009 period) as well as on new media matters.

Tax, insurance and corporate matters are also becoming increasingly important for UEFA and we must be sure to be well equipped to tackle all these issues.

The EU authorities will also continue to deal with UEFA football-related matters, and in this sense the fruitful and positive dialogue we have established with them in the last few years will also help us in the future to find appropriate solutions, which are good for football and comply with European legislation.

Finally, we are operating in a complex legal environment. European law, national law, statutes, regulations, contracts, etc. are influencing all our activities. In this increasingly sophisticated and complicated landscape we must ensure that we always defend first and foremost the interests and core values of football, such as ethics, fair play and respect. Accordingly we have to make sure that whilst we are moving within a precise legal framework, we do so in full recognition of the specific nature of sport in general and of football in particular.



Professional Football & Marketing

Giorgio Marchetti

“UEFA EURO 2004 shone on this year and lit it extraordinarily brightly. The achievements of the tournament – overall success, huge audience figures, promotion of the host country image – went beyond expectations and set challenging benchmarks for any future competition.”

UEFA EURO 2004

For UEFA EURO 2004, the division met all of its targets in such a way that the event constitutes a supreme example of how the development of a football competition relates to the growth of its commercial value.

However, very satisfactory results also came from the club competitions, with the UEFA Champions League stabilising its success in the reduced format and the UEFA Cup finding a new way to arouse the enthusiasm of fans with the new group system and a fresh brand identity.

The division pursued the objective of strengthening dialogue within the European professional football family by officially involving FIFPro to represent the players.

The main activity during this year was undoubtedly UEFA EURO 2004, which started on 12 June in Porto and finished on 4 July in Lisbon in a final between Portugal and Greece, which curiously had been the opening match as well. The Greek outsiders won 1-0. The tournament itself meant: 31 matches involving 16 teams played over 23 days in ten venues across Portugal. A total of 1,165,192 people attended the matches, with the highest attendance of 62,865 being for the final. Altogether, the fans saw 77 goals scored – at a rate of 2.48 per match.

On the broadcaster side, and commercially speaking, the event was a huge success: TV audiences were incredibly healthy (up to 20% over EURO 2000 in the top six markets) and the neutral market audiences exceptional, illustrating the strength of the event over and above national interest (e.g. 24.7 million audience in Germany for the final).

For the first time ever, an extensive research programme was developed around a European Football Championship: 23 interviewers on site in Portugal undertaking 2,400 interviews across various stadiums, the fan park and the superstore to assess the following criteria: economic impact, spending, duration of stay, experience of event/organisation, awareness of commercial partners, demographics.

Furthermore, detailed consumer research across ten European markets was undertaken to find out the benchmark and pre- and post-event waves. The quality of the tournament and of the rights delivery met with total satisfaction from our commercial partners.



European Under-21 Championship

The European Under-21 Championship final round took place in Germany from 27 May to 8 June. Four stadiums (Oberhausen, Bochum, Mainz and Mannheim) hosted the 16 matches. The final was played in Bochum between Italy and Serbia and Montenegro, with Italy securing a 3-0 victory. The four teams to qualify for the Olympic Football Tournament were the two finalists plus Portugal, Greece qualifying automatically as host country. The total number of spectators for the 16 matches was 111,000. Media interest was large, with more than 200 written press and 100 photographers attending. The TV market share was high for the participating countries. The operational expenses were within the agreed budget and the financial tournament balance was positive.

Planning and preparations for UEFA EURO 2008 are already at full speed. UEFA EURO 2012 is also on track, as the bidding process to select the host association started in December and will result in a final decision in December 2006.



UEFA Champions League & UEFA Cup Finals

The UEFA Cup final was held in Gothenburg on 19 May. Spanish team Valencia CF beat their French opponents Olympique de Marseille 2-0. The UEFA Champions League final took place in Gelsenkirchen on 26 May between FC Porto and AS Monaco. FC Porto won 3-0. The UEFA Super Cup was handed to Valencia CF on 27 August in Monaco, after a 2 -1 win over FC Porto.

European/South American Cup

The last-ever European/South American Cup was played in Yokohama on 12 December between this year's UEFA Champions League winner, FC Porto, and the South American representative Once Caldas (winner of the Copa Libertadores). FC Porto eventually won 8-7 on penalties. The European/South American Cup is being replaced by the FIFA Club World Championship in December 2005.



Partners

Having consolidated the panel of UEFA Champions League commercial partners with Canon joining as technical supplier, the focus of marketing activities shifted to the future with the appointment of TEAM Marketing AG as the agency for UEFA Champions League TV and commercial rights sales for the 2006–2009 period. TEAM was assessed as the best bidder in a tender process that concluded on 19 May with the decision of the Executive Committee.

In September, TEAM was also appointed as the agency to market the TV and commercial rights for the 2005 and 2006 UEFA Cup finals and the 2005 UEFA Super Cup.

2004 ended with the tender process for the TV rights (Europe) for UEFA EURO 2008 under way. A final decision is expected in February 2005.

New UEFA Cup

An extremely important achievement in 2004 was the introduction of the new UEFA Cup format, aimed at revitalising a competition that has suffered a loss of interest and financial returns over the last few seasons. The new 8 x 5 group format is accompanied by a new comprehensive brand identity. Initial feedback is positive and a first evaluation will be made at the end of the season.

Also due to the changes in the UEFA Cup, a new coefficient system was approved and is now being applied for the club rankings.

Regular meetings between the EPFL (European Professional Football Leagues), FIFPro and UEFA took place during the year. A joint declaration was made by the three parties regarding mutual recognition and the creation of a tripartite European football dialogue.

UEFA and FIFPro elaborated a joint Memorandum of Understanding comprising a list of activities and areas of discussion, which is meant to steer future common dialogue that, in the overall interest of European football, should finally see the players' representatives discussing problems directly with UEFA. The scope of the agreement – still to be finalised – is quite wide and, more importantly, the parties recognise that they share common values and objectives in key areas for the protection and development of football.



The Way Ahead

Next year will see the division confronted with important tasks for the future: preparations for UEFA EURO 2008 and the first phase of the selection process for the host of UEFA EURO 2012.

The set-up of the division in the restructured UEFA Administration will provide us with the interesting challenge of bringing women's football and futsal up to the professional level of competitions, which means considerable efforts to exploit their vast potential and offer them increased commercial opportunities.

The coexistence of clubs and national teams, as the two faces of the football soul, the preservation of balance and solidarity within the competitions, encouraging the training of young players, and understanding between clubs and players under the umbrella of the football bodies, are issues which will keep us occupied on an ongoing basis.





Marketing Operations Centre

Following the decision to bring the commercial programme for UEFA EURO 2004 in house, UEFA established a Marketing Operations Centre in August 2001. The mandate for this new group was to develop, promote, sell and manage all of the marketing rights for UEFA's biggest national-team competitions.

Three and a half years after its inception, the Marketing Operations Centre can be judged to have been an outstanding success. Total UEFA revenue from the sponsorship and marketing rights for UEFA EURO 2004 was four times greater than for EURO 2000. This excellent increase was achieved not by selling to more companies, but in fact, by reducing the number of sponsors – thus concentrating the programme around a smaller group. This proved a successful strategy, as Carlsberg, McDonald's, Coca-Cola, JVC and Hyundai returned as sponsors even with what was on average a 65% increase in the cost of the sponsorship.

New sponsors joined UEFA's programme. Canon, who had left football amidst acrimony following the 1998 World Cup, came back to the programme and were delighted with the results. During the period under review, Canon extended their relationship with UEFA by their involvement in the UEFA Champions League. The new growth industry sectors, technology and telecommunications, were heavily targeted to ensure UEFA has good partners for the future from these businesses. For the first time, two telecommunications companies sponsored a major football event, as both T-Mobile and Portugal Telecom promoted UEFA EURO 2004. BenQ, a new Asian computer hardware company, helped UEFA establish a European Football Championship presence in China for the first time by initiating and then promoting the official website in Chinese. NTT Communications opened up the Japanese market even further and ensured a first-class hosting service for UEFA's record-breaking event website.

The sponsors were not the only group managed by the Marketing Operations Centre for UEFA. UEFA's biggest single commercial relationship, its 800 million Swiss franc deal with the European Broadcasting Union (EBU) for the transmission of UEFA EURO 2004 was handled by the Centre, and, in particular, the broadcast opening and closing sequences that brought the event to nearly seven billion people worldwide in the live match broadcasts. The television programming and the quality of the coverage were crucial for the event. So successful were the broadcast sequences created by UEFA that many television channels worldwide used them for their UEFA EURO 2004 football shows even when not obliged to do so. For the first time UEFA was able to negotiate an integrated broadcast sponsorship proposal that proved enormously popular with the sponsors, without jeopardising broadcaster revenue.

Time Warner, the largest entertainment company in the world, became our licensing agent and developed the enormously popular Kinas mascot. Do&Co, the premier sports hospitality company in Europe, handled the entire VIP and hospitality guest catering. The host country of Portugal was not neglected in the event, with a very successful national supporter programme, and the international star Nelly Furtado performed the official song "Forca".

For the first time at any UEFA event an extensive promotion programme was established. The fan park and trophy tour were key elements of a highly successful event promotion plan that comprised a PR and branding activity matrix developed, managed and delivered by the Marketing Operations Centre. During the event 170,000 fans attended the fan park and over 200,000 took part in the trophy and mascot tour. The trophy was promoted outside Europe for the first time, with 80,000 people viewing its unveiling in Tokyo.

The event promotion plan ensured that all matches were shown live on giant television screens in the host cities in Portugal, and for the first time an official licensed products superstore was opened in the city of the final, Lisbon.

The success of the Marketing Operations Centre can be seen not only in the financial records but also in the enormous body of knowledge and expertise that is now held within UEFA. For the first time a group within UEFA developed, sold, marketed, managed and delivered a commercial programme within, and with help from, the UEFA structure. With its conversion to UEFA Marketing & Media Management, all of the members of the Centre will continue to work for the newly formed company, thus helping to secure a strong position for UEFA in the football commercial world of the future.





Services

Jean-Paul Turrian

“In the Services Division, the year under review was marked in particular by the transfer of the IT unit to UEFA New Media, the recruitment of a new head of Human Resources, and the replacement of the manager of the Translations Unit by an internal promotion.

The level of professionalism in the division continues to improve. An enormous workload had to be processed, including, in addition to daily business, tasks relating to UEFA EURO 2004 and UEFA’s Golden Jubilee.”



Purchase Order System (POS)

The CEO and the Financial Controller launched a purchase order system (POS) in April 2003. The aim is to achieve a system that facilitates purchases, enables approval procedures and, last but not least, allows complementary budget control to the new accounting system introduced in 2002. Phase one of the POS is now completed. The main functionalities already in place are: gift purchases, the financial approval rules and the matching of purchase orders with invoices.

Information Technology

This year was marked mainly by the organisation of UEFA EURO 2004, for which we received excellent feedback from our internal users and from EURO 2004 SA. Many innovations and new services were introduced, such as free Internet connections for media in the stadiums. At the same time, we maintained high standards and ensured that UEFA staff in Portugal for the event could still use the entire infrastructure available at headquarters in Nyon.

UEFA EURO 2004

Highlights from this tournament include an integrated IT management structure between UEFA and EURO 2004 SA, the event management system (HELGA) that was implemented for transport, accommodation, accreditation and media bookings. The set-up of a large infrastructure to serve all UEFA EURO 2004 needs included the deployment of 700 PCs, 100 laptops, 200 printers, 2,500 fixed and mobile phones, 75 copiers, 60 faxes and a great deal of other equipment. Integration of the UEFA and UEFA EURO 2004 networks was crucial to allow UEFA users to use all UEFA resources as when in Nyon.

Finances

Contracts with Microsoft have been finalised and will save UEFA over one million Swiss francs over the next three years.

Travel And Conferences

A standard hotel contract, including invoicing, is currently being introduced for all events and should help with negotiations in the future.

Airlines

The Travel & Conferences Unit managed to negotiate an average 30% discount with all major airlines and with Lufthansa/SAS/Austrian (Star Alliance). UEFA now benefits from the first contract of this type in the market, allowing us to mix flights between alliance partners at a discounted rate in the pan-European network.

On 1 January 2005, a new distribution model will be imposed on the Swiss market. Airlines will no longer pay 7% commission to travel agencies, which will affect the UEFA travel budget. Negotiations are ongoing with the airline market to reduce the impact on the UEFA side.

For UEFA EURO 2008 the hotel concept is currently under evaluation with Events and EURO 2008 SA.

Translations

The Translations Unit was involved in some special assignments during the year under review, notably relating to the UEFA Golden Jubilee and UEFA EURO 2004.

Regulations

Some 15 sets of regulations were amended in the course of the year, and planning for the 2005/06 regulations has already begun.





Human Resources

UEFA EURO 2004 - Special Staff Regulations
An addendum to the Staff Manual was drawn up for UEFA EURO 2004 to simplify administrative procedures and monitoring of working hours.

Reorganisation

The HR Unit has been actively involved in the reorganisation process, defining the internal recruitment process, preparing evaluation tools and setting up interviews.

IT training programme

Some 94% of all staff members successfully passed the two compulsory exams (Word and Outlook/Windows/Internet Explorer).

Logistics

Building for EURO 2008 SA

Premises have been found in Nyon for the above. The building has a surface area of 2,700 m². Of these, 400 m² is available from January 2005, and the remaining 2,300 m² from April 2005.

Main building

A lot of preventive maintenance work had to be carried out on the building's infrastructures.

Métairie Project

As UEFA's office needs have grown so has the need for more centralised office space. To this end UEFA is in the process purchasing land that will enable it to construct more office space directly opposite the main House of European Football. A price has been agreed and the project is progressing well.

Uniforms

New uniforms have been ordered for the Executive Committee, committees and panels as well as for the staff. Over 700 uniforms were distributed by the end of 2004.

Conclusion

2004 was another busy but fruitful year with many changes and challenges in the division, most notably of course the challenges of UEFA EURO 2004, which were more than adequately met.

The Way Ahead

For the future we should aim to achieve a quality/price ratio for our services that is better than the market prices (benchmark). To do so, we have to develop our managers and their deputies, ensure that we have the best people for every job, and provide the necessary technical and organisational means.

