














CEO Annual Report 2005

XXX Ordinary UEFA Congress, Budapest, Hungary



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02/03

Chief Executive



Chief Executive

Lars-Christer Olsson

2005 was a year of consolidation in terms of the way UEFA is organised. However, this did not affect the level of activity.

The main changes in the UEFA administration were all implemented at the end of 2004. The composition of the divisions was changed; a fully owned affiliated company, Euro 2008 SA, was established for the implementation of UEFA EURO 2008™, to which the UEFA event organisation unit was transferred; and the entire IT unit was incorporated into our new media company, UEFA Media Technologies SA. In addition, the marketing programme for EURO 2008 was established as a separate division.

This new set-up has worked very well during the year and the consolidation has delivered very good results in terms of internal cooperation and achieved major success in many of our external activities.

The new specialised anti-doping unit has been operational since January 2005, and is an important step in our fight against doping in football.



UEFA has achieved significant success in the media and marketing area during the year. The media and marketing programme for the UEFA Champions League for the 2006–2009 period was finalised in the major markets by the end of the year with an overall revenue increase of 25%. This means that we are now at a similar level to the old format, when we had a second group phase. This proves that the adage 'less is more' still works.

UEFA was also able to agree prolonged cooperation with our partner TEAM Marketing AG for the UEFA Champions League commercial programme for the 2009–2012 period. Under this agreement, UEFA acquired a 20% stake in TEAM.

At the request of the clubs participating in our competitions, UEFA agreed to introduce a central marketing aspect in the UEFA Cup from the quarter-final stage onwards, beginning in the 2006/07 season. During the year, UEFA also selected SportFive as its agency for the exploitation of the broadcasting rights for EURO 2008 in Europe.

The Women's European Football Championship in England, WOMEN'S EURO 2005, was a major step forward in the development of the professional women's game. There were record crowds at the venues and impressive TV audience figures all over Europe.

The first round of bidding for UEFA EURO 2012™ was an important project, and Croatia/Hungary, Italy and Poland/Ukraine were short listed for the second round in December 2005.

During the year, UEFA signed a new Memorandum of Understanding with the European professional leagues and, for the first time, a similar memorandum with FIFPro, the players' union. We hope this will lead to even closer cooperation in developing the professional game.

Throughout the 2005/06 season, our flagship club competition, the UEFA Champions League, previously the European Champion Clubs' Cup, will be celebrating its 50th anniversary, with many different activities along the way. And the 2005 UEFA Champions League final in Istanbul, between Liverpool FC and AC Milan, must surely have been one of the most exciting ever.

The new format of the UEFA Cup has also generated a lot of interest among clubs and spectators alike.

In 2005, UEFA decided to reschedule the Under-21 Championship final round from even-numbered years to odd-numbered years as part of fresh efforts to develop the competition on its own merits without having to compete with the final rounds of either a European Championship or a World Cup. This change will also have a positive effect on the international calendar and ease the pressure placed on young professional players these days.

The Executive Committee also decided to change the format for the final round of the European Women's Championship by increasing the number of finalists from eight to 12, thereby recognising the growth of women's football in Europe.

Futsal is now also showing growing potential and further investments will be needed in the years to come.





The UEFA Grassroots Charter was introduced in 2005, which is an important step in developing non-professional football, based on voluntary work.

The 2005 Summer of Grassroots Football campaign brought over 1.3 million youngsters to football fields all over Europe.

The UEFA Coaches Circle was launched and will give coaches all over Europe access to information and networks.

2005 was also a very intensive year when it came to developing our cooperation with the EU institutions in Brussels and with national governments.

Several visits were paid to the EU Commission and to European sports ministers. At the end of the year, we agreed with the sports ministers to cooperate in the implementation of the Nice Declaration and good governance in European professional football.

The 'Champions' magazine is now taking off in Asia, since it is available in Japanese and Cantonese Chinese, as well as Russian.

We are constantly working against racism in European football together with our member associations, partner organisations and the political institutions. In this vein, the second UEFA anti-racism conference will be organised in Barcelona early in 2006.

For our member national associations the most significant projects are the HatTrick programme, including infrastructure investments and education, and the Top Executive Programme which was launched in autumn 2005.

At the UEFA Congress in Tallinn, the member associations adopted the 'Vision Europe' strategy presented to them for the development of European football in the next decade. This is a 'living' document, giving guidelines for the future and serving as the foundation for further development.

UEFA has also put in place a convention for the education and organisation of referees, to be implemented across Europe from next year to help the national associations develop all aspects of refereeing.

We have also reviewed the content of our club licensing scheme and made major steps towards better control and governance of European professional football. All member associations will now have to implement the revised club licensing manual in the forthcoming years.

UEFA Media Technologies SA had a very good year and uefa.com is now the most popular football website in the world. The decision to transfer our IT unit to this affiliated company has also proven efficient, with several positive synergy effects.

The decision to bring the commercial exploitation of our flagship national team competition, the European Football Championship, in house has also been a great success.

The commercial sales for the final round of EURO 2008 in Austria and Switzerland have confirmed this approach. A new strategy has been implemented, including all top national team competitions, giving us the means to let the most successful competition support the growing ones and giving them opportunities to grow.

Our affiliated company Euro 2008 SA is now fully operational, chaired by the president of the Swiss FA, Ralph M. Zloczower. The board is composed of members from UEFA and the two host countries. The president of the Austrian FA, Friedrich Stickler, will take over the chair halfway through the project.

The company also includes UEFA's event organisation unit for all other events, which gives us several synergies for organising our competitions. Progress so far with preparations for EURO 2008 is promising.

Financially, UEFA had another good year. We are a very stable organisation, which gives us a good foundation for further developing European football with our main stakeholders, the national associations, leagues and clubs.





08/09

Deputy Chief Executive



Deputy Chief Executive

Markus Studer

“ The new anti-doping structure became operational in January 2005. The Anti-Doping Panel is composed of seven members and the anti-doping unit initially started with two staff members. A third staff member started in September 2005 to deal primarily with the increasing number of therapeutic use exemption (TUE) requests (for players treated for an illness with medication containing a substance on the prohibited list) and to contribute to the new objectives of the programme. ”

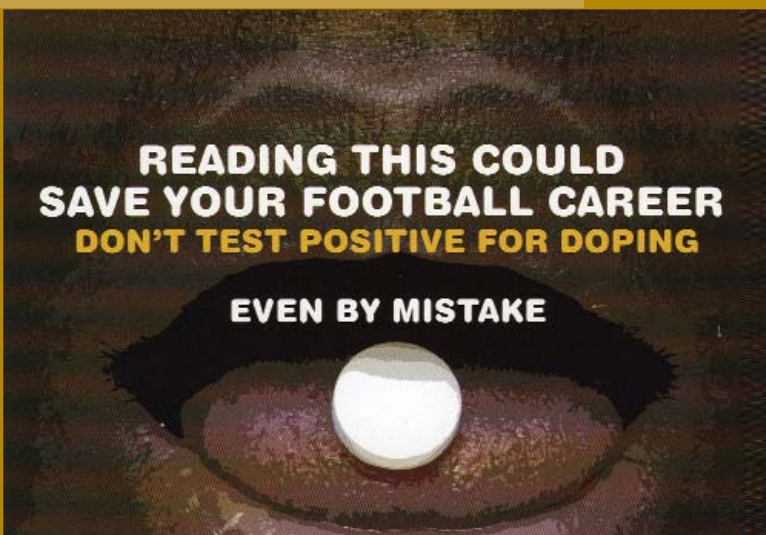
Anti-Doping

The education and information programme is the principal tool for the prevention of doping. Some 20,000 copies of the anti-doping leaflet for players have been distributed to all national associations and clubs participating in UEFA competitions. The first education session took place at the European Under-19 Championship in Northern Ireland in July 2005. All players, team doctors and coaches of the eight participating teams attended a one-hour education session in their mother tongue. A dedicated anti-doping section has been created on uefa.com in order to provide players and team doctors with permanent basic information on the doping regulations, prohibited list, TUE forms, etc. An email address, anti-doping@uefa.ch, has been created and communicated to allow players and team doctors to ask specific questions on anti-doping matters.

The effectiveness of the testing programme depends on its deterrent aspect – that controls can happen any time, anywhere and to anyone. To this end, pre-announced testing has already been abolished, and an out-of-competition testing programme has been started in the current season of the UEFA Champions League. The quantity of in-competition testing controls has been increased and the scope extended to also include youth, women's and futsal competitions. The number of EPO tests has been increased and these will be performed at key moments in the season. Target testing will be used when necessary.

Doping Control Officers (DCOs) are the UEFA officials who implement the testing programme. Several of them are also active within their national anti-doping organisations. They must receive the appropriate information and guidelines to ensure that they can carry out their duties in a professional manner.

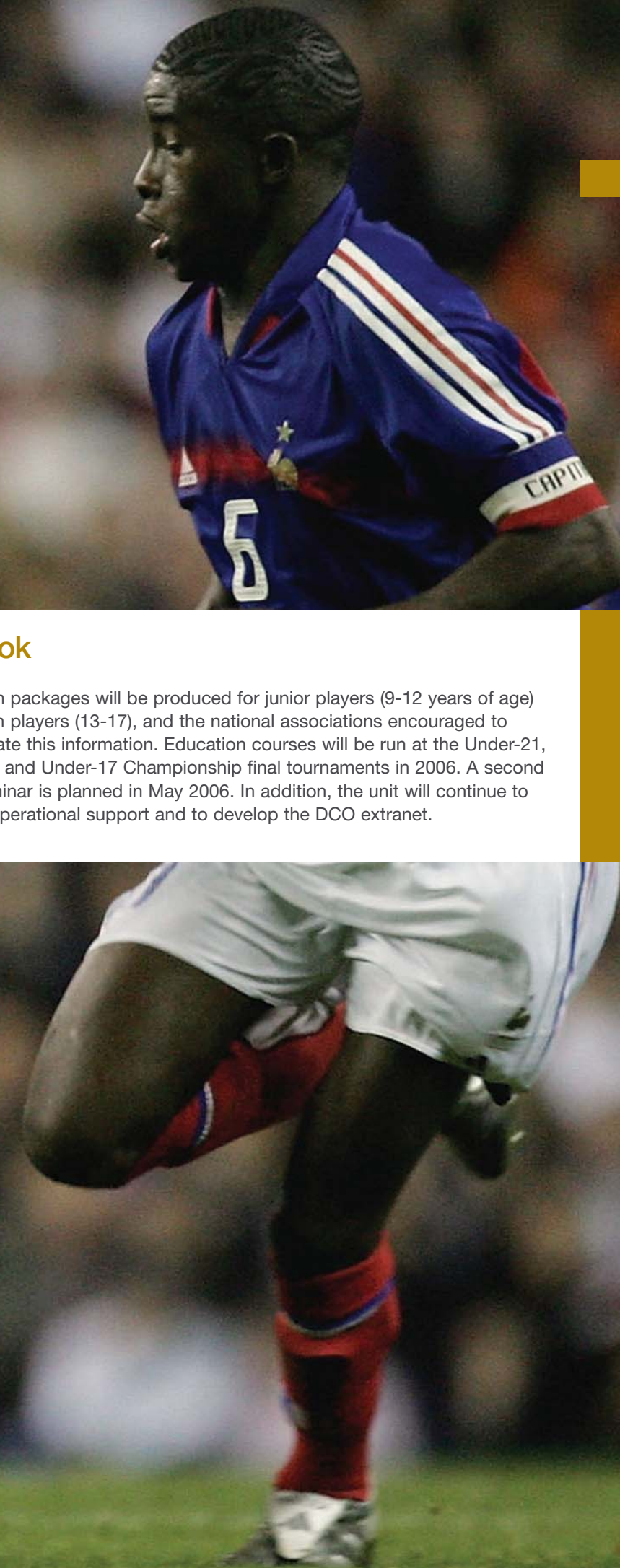
To this end, UEFA has decided to organise yearly seminars with the aim of improving their performance. The first seminar took place in May 2005. A total of 35 DCOs attended and shared their experiences. They also tackled practical cases and were shown videos on doping controls. During the seminar, a DCO extranet was presented and launched. The UEFA DCOs now have online information available 24 hours a day. To assist the DCOs, UEFA has appointed – where possible – trained and independent doping control assistants or chaperones.





12/13

Deputy Chief Executive



Outlook

Education packages will be produced for junior players (9-12 years of age) and youth players (13-17), and the national associations encouraged to disseminate this information. Education courses will be run at the Under-21, Under-19 and Under-17 Championship final tournaments in 2006. A second DCO seminar is planned in May 2006. In addition, the unit will continue to provide operational support and to develop the DCO extranet.



14/15

Marketing & Media Rights



Marketing & Media Rights

Philippe Le Floc'h

“ Further to the restructuring of the UEFA administration with effect from 1 January 2005, the Marketing & Media Rights division was created to develop marketing and media strategies for all UEFA competitions and monitor their implementation, in order to generate income to support the development of European football and enhance the equity of its competitions. ”

From a marketing perspective, 2005 was a year of bold strategic decisions and the successful development of properties and marques, all underlined by increased sales and marketing revenue.

Landmarks for the division during 2005 included the success of the UEFA Champions League marketing programme for the 2006–2009 period and the strategic decision to centralise the marketing of the UEFA Cup as from the quarter-finals starting in 2006/07.

With regard to national team activities, the adoption of a market-by-market strategy for the sale of EURO 2008 TV rights in Europe and the decision to coordinate host broadcasting in house were other key moments of the division's year.



16/17

Marketing & Media Rights



UEFA Champions League and UEFA Cup finals

The extraordinary UEFA Champions League final in Istanbul was extremely well received by all commercial partners and was widely considered the best ever among the marketers, owing to a combination of sporting drama, an exotic location, impeccable client servicing and a stunning visual identity.

Over 150 million people tuned in to the live TV broadcast across the globe and the crowd of over 70,000 in the stadium experienced sporting drama of the highest quality. Over 6,200 guests of the commercial partners were entertained at the final. The hospitality programme for our guests represents the largest yet undertaken for a club competition final and met with very positive reactions from the partners.

For the first time, the TV rights for the 2005 UEFA Cup final and 2005 UEFA Super Cup were sold on a market-by-market basis in Europe (as opposed to the European Broadcasting Union approach of the past), producing higher total revenue than before. On the sponsorship side, contracts were successfully renewed with existing partners. Lisbon provided an excellent location for the final, continuing the close cooperation fostered with the city during EURO 2004. The participation of a local team in its home stadium ensured a full house and a festive atmosphere.

UEFA Champions League 2006–2009

Sales of the UEFA Champions League marketing programme for the 2006–2009 period have been an unqualified success, with the entire marketing programme due to be complete in record time, by the end of the first quarter of 2006, with a projected overall revenue increase of 25% for sponsorship and media. This fully justifies the new sponsorship strategy (six sponsors, no suppliers) employed for this sales round, and the participation of some of the world's foremost brands underlines the overall strength of the competition in the marketplace. Moreover, the broadcasting strategy, aimed at maximising viewership whilst optimising revenue through a balanced combination of free and pay-TV has proven successful not only in Europe but also in the rest of the world, enabling the UEFA Champions League to position itself as one of the few truly global properties.

UEFA's commercial partners are using the UEFA Champions League as a vehicle for worldwide reach, which bears testimony to the attractiveness of the comprehensive packages on offer, supported by increasing media presence on free-to-air, pay TV, online and mobile platforms. The UEFA Champions League is now a global property with worldwide appeal, backed by a strong media platform.

In addition, adidas will supply the official ball for 2006–2009 and the 'starball' will now be used in all 125 UEFA Champions League matches a season.

The 2006–2009 UEFA Champions League brand identity is progressing well, with the rejuvenation of the highly successful current example producing impressive results.

The licensing strategy for 2006–2009 was finalised at the close of the summer, a number of new contracts have been signed and negotiations are ongoing with further potential licensees.

UEFA Cup centralised marketing and media

The overall marketing strategy for the centralisation of the UEFA Cup from the quarter-finals in the 2006–2009 period was approved by the UEFA Executive Committee on the recommendation of the European Club Forum.

The development of the centralised marketing concept (TV centralisation and non-exclusive presenting sponsor), the change in competition structure and the new visual identity are all helping to position the UEFA Cup as a reinvigorated event with a natural position in the TV and marketing landscape.



UEFA EURO 2008™

On 2 February, UEFA announced the selection of SportFive as its agency for the exploitation of broadcasting rights for EURO 2008 in Europe. This strategic decision, ending 44 years of collaboration with the European Broadcasting Union (EBU), is another major step towards better control of the commercial exploitation of the competition by UEFA. The agency agreement was concluded in early summer and the sales process began on 10 November.

Another key strategic move surrounding EURO 2008 concerns the decision by UEFA to coordinate the host broadcasting in house, in order to ensure a higher level of control over the quality of the match coverage.

The UEFA EURO 2008™ logo was successfully launched in Vienna on 7 June. This has been followed by the ongoing development of the visual identity for the myriad of applications that surround an event as substantial as a European Football Championship final round.

UEFA EURO 2012™ bid procedure

The division has been closely involved in the first evaluation phase, coordinating the marketing assessment of the bids submitted.

UEFA WOMEN'S EURO 2005™

The final round of the European Women's Championship was a great success, with good attendance levels at the matches and impressive audience figures, especially in the host market, England. The event produced 121 hours of TV coverage, including 41 live broadcasts. On-site survey research was undertaken at six matches, interviewing 1,200 spectators and gaining a wealth of valuable information for assisting the development of the event.





20/21

Marketing & Media Rights



Outlook

For the national team competitions, one of the main activities in 2006 will be the sales process for EURO 2008 TV rights in Europe, and during the course of the year a tender process will be launched for the ex-Europe TV rights. Looking further ahead, the second stage of the bid process for hosting EURO 2012 will also be ongoing.

Another key national team project for 2006 will be the TV sales strategy and implementation for the European Under-21 Championship final round (Under-21 sponsorship sales are part of the national-team competition commercial partners' package, EUROTOP).

With regard to club competitions, the purchase of 20% of TEAM Marketing in May 2005, resulting in TEAM being involved in UEFA Champions League and UEFA Cup marketing until 2012 as well as in TV sales for the next three European Under-21 Championship final rounds, will allow the division to focus on its core business as no tenders will be required.

The sales strategy for the UEFA Cup TV and sponsorship sales and implementation will be high on the agenda early in 2006, while a review of the marketing strategy for UEFA's club competitions beyond 2009 will be one of the most important projects to be tackled by the division later on. During the months ahead, the UEFA Champions League sales process for the 2006–2009 period will be completed and we will begin monitoring and implementing the new marketing programme.



22/23

Professional Football



Professional Football

Giorgio Marchetti

“ For the first time ever the biggest event of the year was a women’s tournament. WOMEN’S EURO 2005 demonstrated that we can significantly improve competitions which did not used to be considered part of the elite sphere. This offers us a unique opportunity to boost the growth of football in Europe, by showing that women have an important role to play in the game. ”

Women’s football and futsal were incorporated into the Professional Football division with a view to upgrading their top competitions. The results achieved with the final tournaments of both European championships are more than encouraging and show that there is room for major events outside the top men’s competitions.

Many other changes were introduced in 2005 to revamp competitions and offer them the conditions for achieving greater success in the coming years, from the European Under-21 Championship to the UEFA Intertoto Cup, and including the European Women’s Championship and the UEFA Cup.

Intensive efforts were dedicated to the bidding process for selecting hosts for EURO 2012, which culminated in a short list of three bidders for the second phase of the selection process. This is probably the most sensitive area of our activities, as the final decision will be the cornerstone of the UEFA flagship competition and the funding of European football until 2016.

The signature of new Memorandums of Understanding with the Association of European Professional Football Leagues and FIFPro were important steps towards the consolidation of UEFA’s relationship with key stakeholders.



Club competitions

Champions of Europe

Fifty years ago, 16 teams from across Europe played the first games in the European Champion Clubs' Cup, a competition known today as the UEFA Champions League. UEFA proudly marked this anniversary by putting together a multi-media celebration programme which will hopefully give football enthusiasts, young and old, a better appreciation of the rich heritage of the competition.

Cup finals

The UEFA Cup final was staged at the José Alvalade stadium in Lisbon on 18 May 2005, with the fans providing a fantastic atmosphere both in the stadium and on the TV screens (17.5 million Russians tuned in for the match). The match ended in a 3-1 victory for CSKA Moskva over Sporting Clube de Portugal, coincidentally the home team. It is the first time that a Russian team has won a European trophy.

The first-ever UEFA club final to be held in Turkey was staged successfully at the Ataturk Olympic stadium in Istanbul on 25 May 2005. It was also the first large-scale football event to be organised in Turkey. In the 50th final of the European Champion Clubs' Cup/UEFA Champions League, played in front of 70,000 spectators, Liverpool FC secured their fifth victory in the competition, after extra time (3-3) and a penalty shoot-out (3-2) against AC Milan.



Monaco events – UEFA Super Cup

The concept of the European football season kick-off event was re-examined and the group stage draw of the UEFA Champions League was combined with the awards ceremony for the first time. Steven Gerrard (Liverpool FC) was named the most valuable player of the 2004/05 season. The next day, in one of the most attractive matches of its kind, Liverpool FC won the UEFA Super Cup for the third time, beating PFC CSKA Moskva 3-1.

During the year, it was decided that the kick-off events and the UEFA Super Cup will continue to be held in Monaco for the next three seasons.

New UEFA Cup format

The new group system has generated enthusiasm and excitement. The introduction of a new UEFA Cup brand identity to revamp the image and increase the appeal of the competition was very well received by the clubs, which provided excellent cooperation.

Starting with the 2006/07 season, the UEFA Cup media rights will be marketed centrally by UEFA from the quarter-finals onwards. This decision completes the process of revamping the competition in accordance with the wishes of most clubs.

UEFA Intertoto Cup

The UEFA Intertoto Cup will be played under a new format in 2006, in order to increase interest in the competition for both the participants and the fans. The new format merges the UEFA Intertoto Cup into the qualifying phase of the UEFA Cup, with 11 teams from the third round of the UEFA Intertoto Cup qualifying for the second qualifying round of the UEFA Cup.



National team competitions

European Under-21 Championship

A significant move took place during the year, when the decision was taken to stage the final round of the European Under-21 Championship every odd-numbered year, instead of in even-numbered years, starting in 2007. Despite the possible disadvantages of separating the senior European Championship and Under-21 fixtures, the competition itself will benefit significantly – both on the sporting and on the commercial side – from the removal of the main factor limiting its development (Under-21 final round being overshadowed by the World Cup or European Championship finals).

At the end of the year, the hosts of the final rounds in 2006 and 2007 were appointed. They are Portugal and the Netherlands respectively.

Women's football

By moving the senior women's competitions to the Professional Football division, UEFA has affirmed its strong intention to promote the women's game and to upgrade its top-tier competitions.

A first encouraging result was WOMEN'S EURO 2005 in the Northwest of England, which was a great success both from a sporting and spectator point of view. A European Women's Championship attendance record was set at the opening match, with 29,092 spectators in the stadium. Overall, every previous record in terms of attendance and TV figures was broken, with professional marketing and event promotion and over 10,000 programmes sold. Germany were crowned European Champions after beating Norway 3-1 in the final.

Thirty-seven UEFA associations have entered the 2005–2007 European qualifying competition for the 5th FIFA Women's World Cup.

The 2005 UEFA Women's Cup final between Djurgården/Älvsjö and 1. FFC Turbine Potsdam, contested on a home-and-away basis, was televised live on regional German TV, on Swedish national TV, as well as in 40 European countries on the new Eurosport 2 channel. For the second-leg match in Potsdam, a sell-out crowd of nearly 9,000 spectators were on hand to see their team crowned champions.

Futsal

The 2005 European Futsal Championship final round took place in Ostrava, Czech Republic, in February. It was won by Spain, who beat Russia 2-1 in the final. The competition was a success from a technical point of view as well as in terms of attendance – 54,000 spectators in one week, good TV audiences and 400,000 visits to uefa.com.

In connection with this final round, a futsal workshop was organised for the 18 associations not yet involved in UEFA futsal competitions. All of them expressed their intention to launch futsal in their country.

The 2007 European Futsal Championship final round will take place in Porto.

The UEFA Futsal Cup final was a thrilling encounter from which Action 21 Charleroi emerged victorious thanks to a 6-6 draw with Dinamo Moscow in the second leg.

UEFA EURO 2012™ bidding process

Phase one of the process for selecting the hosts of EURO 2012 was concluded in November 2005, when Italy and two joint bidders, Croatia/Hungary and Poland/Ukraine, were short-listed for the second phase. The final decision will be taken in December 2006.





Professional Football Services

Relationships with the stakeholders

Leagues (EPFL)

The year saw a consolidation of the relationship between UEFA and the Association of European Professional Football Leagues (EPFL), culminating in the signature of an updated and revised Memorandum of Understanding between UEFA and the EPFL, which provides much more detail and security for European football than the previous agreement (which had existed since 1998). Although in some cases tensions exist on a national level between the association and the league, on a European level there continues to be commonality and room for cooperation and information exchange between UEFA and the European leagues which, in turn, benefits all of European football.

FIFPro

Following some years where there was no communication at all, UEFA and FIFPro – the international association of national players' unions – concluded a Memorandum of Understanding in 2005 which sets a framework for profitable cooperation. FIFPro is currently the only body which represents players on an international level, and it is very important to UEFA that the views of players are taken into account when decisions are being made.

"Social dialogue" in European football

In addition to the bilateral communication with the leagues and FIFPro, there is also a trilateral dialogue. This is called "social dialogue", in other words, discussions between UEFA and the employers and employees. To date, various issues have been discussed under this umbrella such as (anti) doping, a European set of minimum standards for player contracts and the EU Social Dialogue programme. It was a significant first step for UEFA to bring representatives of both employers (EPFL) and employees (FIFPro) to the table within the football structures, since this is a field where discussions might develop away from the general interests of football if they took place outside the structures.

Players' agents

UEFA was asked on several occasions by key stakeholders to take action regarding the role of agents within professional football in Europe. Therefore a working group was created, comprising experts from all key stakeholder groups such as agents, associations, clubs, leagues, player unions and FIFA. It examined the key issues and problems in this area, with the aim of developing recommendations and proposals to improve the situation within professional football in Europe.

Competition Administration

Course for new delegates

In February, an introductory course for new delegates and referee observers was held. The purposes of these courses, which are organised every other year, are to prepare the participants to perform their duties at UEFA competition matches in an effective manner and to provide an opportunity for a general exchange of views on matters related to the tasks of UEFA's match representatives.



GROUP A

- PORTUGAL
- POLAND
- SERBIA & MONTENEGRO
- BELGIUM
- FINLAND
- ARMENIA
- AZERBAIJAN
- KAZAKHSTAN

GROUP B

- FRANCE
- ITALY
- UKRAINE
- SCOTLAND
- LITHUANIA
- GEORGIA
- FAROE ISLANDS

GROUP C

- GREECE
- TURKEY
- NORWAY
- BOSNIA-HERZEGOVINA
- HUNGARY
- MOLDOVA
- MALTA

Outlook

2006 will bring the EURO 2012 host selection process to a conclusion. Phase two will be even more demanding as we must be able to assess the three bids objectively and in great detail to be sure that they fulfil all the conditions for making the event a resounding success. Getting all contracts signed by the bidders before coming to a decision will be of fundamental importance.

The Under-21 Championship final round – the last to be played in an even-numbered year – will mark the transition to the new format and will be the first step towards the relaunch of the competition.

On the club side, the UEFA Champions League final in Paris will mark the culmination of the “Champions of Europe” campaign marking 50 years of European club football. The campaign is designed to communicate the rich cultural heritage of half a century of European club football history. The UEFA Cup will be entering its first season of centrally marketed rights.

Dialogue with the stakeholders – clubs, leagues, players – on matters such as competition formats, redistribution of revenue, and social dialogue will be crucial for ensuring a stable and healthy future for the European football family.





Football Development

“ The cooperation between UEFA’s Football Development division and the associations was perfectly illustrated with the 2005 edition of the Summer of Grassroots Football Campaign. Over 1.3 million youngsters took part throughout Europe and UEFA rewarded the best schemes in each association. The various final tournaments, courses and conferences held in 2005 were also very successful and, once again, the partnership between UEFA and each hosting association was excellent. ”

During 2005, UEFA launched the Coaches Circle and established a new dimension in the further education of coaches. Meanwhile, the UEFA Grassroots Charter was introduced with its first five signatories – England, Germany, the Netherlands, Norway and Scotland. But the bulk of the 2005 development programme was focused on improving and expanding the many activities related to youth and amateur competitions, technical education, and grassroots projects. Following the Meridian Cup in Turkey, it was decided to redesign the event and the new project will be launched in 2007.

Technical Education

The UEFA Coaching Convention involved 51 UEFA member associations by the end of 2005, either as approved members (27 having fulfilled the Pro-level criteria) or as applicants in the evaluation process.

The introduction of a re-evaluation of the convention's member associations every three years was successfully launched. The aim is to maintain the convention's credibility and to ensure continuous quality control of the national coach education programmes.

More attention was given to specialists' education and minimum criteria were worked out for a youth coach diploma as an extension of the UEFA A licence. This will be phased in during 2006.

The 15th UEFA Course for Coach Educators was well organised in Noordwijk/Amsterdam. All 52 member associations were present and different aspects of training coaches were presented and discussed. This event was also used to pay tribute to the brilliant Dutch coaching personality, Rinus Michels, who passed away in 2005.

The 7th UEFA Elite Club Coaches' Forum took place early in September. The 2005 edition included discussions on UEFA Champions League-related football trends and technical issues; information on handling of the media and coaching principles; and debate on UEFA Champions League regulations and guidelines. The voice of the Elite Club Youth Coaches was heard in a separate forum held around the Youth Football Conference in Cyprus and various topics relating to player development were discussed.

Another highlight was the 6th Symposium for Coach Education Directors, which was held in Dublin in September. Current coach education matters were reviewed, particularly in connection with the UEFA Coaching Convention.

The head coaches and administrators of European women's football met in Oslo for the 5th UEFA Women's Conference with the aim of reviewing the status in the women's game and making proposals for the future. One suggestion was to increase the European Women's Championship final tournament from eight to 12 teams.



Medical Matters

The injury studies were expanded. The studies on the 2004/05 UEFA Champions League, the European Women's Championship and the European Under-19 Championship were completed. All UEFA competitions will be covered in the future. The aim is to develop a database of football injuries so that injury patterns can be traced over time and specific prevention programmes designed.

Grassroots

UEFA is constantly increasing its investment in the grassroots level of the game. The launch of the Grassroots Charter was an important step forward. Details have been drawn up for the general evaluation of national association grassroots programmes. Five pilot associations achieved the set criteria and were accepted as the first members of the UEFA charter. A strategy was developed with regard to the non-members of the charter and workshops have been designed to prepare the member associations for charter membership.

As already stated, the Summer of Grassroots Football (a UEFA promotional programme) has become a regular event, and the 2005 edition was a tremendous success, with 1.3 million participants taking part throughout Europe. Promotional grassroots activities also took place around the big club finals: the LX Games around the UEFA Cup final in Lisbon and the Young Champions in Istanbul.

Youth & Amateur Football

Five final rounds were staged during 2005. At the beginning of February, the Meridian Cup was hosted by the Turkish FA and won again by Europe.

The Italian Football Federation hosted the final round of the 4th European Under-17 Championship, which Turkey won. An extensive promotional programme was organised involving eight local schools, each one “adopting” one of the teams.

Early in July, the final round of the 4th UEFA Regions’ Cup was staged by the Polish FA. The Spanish Basque Region won the competition, beating the South-West Region of Sofia 1-0.

The last two weeks of July were dominated by the boys’ and girls’ European Under-19 Championships. The Irish Football Association hosted the Under-19 final round, which was won by France, who beat England 3-1 in the final in front of more than 4,500 spectators at Windsor Park. The Women’s Under-19 final round was hosted by the Hungarian Football Association and was a great success in terms of the promotion of women’s football in Hungary. Russia beat France in the final following the drama of penalty kicks.

On the occasion of the 5th Women’s Football Conference, the newly created sub-group on girls’ football held its first meeting and draws for the 2005/06 and 2006/07 Women’s Under-19 Championships were conducted.

The last event of the year under the youth and amateur football umbrella was the 8th UEFA Youth Conference in Cyprus. All 52 member associations were represented, and, in addition, coaches from six African countries were invited through the Meridian Project. A record number of participants (over 200) took part in this special youth event which has been organised since 1979.





Outlook

Looking ahead to 2006, UEFA will further expand the grassroots programme, including the Grassroots Charter, the various promotional campaigns, and the educational conferences and courses. The coaching licence will add to its membership and a new youth licence will be designed and introduced. Injury studies will be carried out at every UEFA final tournament, and medical education (e.g. anti-doping, nutrition, etc.) will be further developed.

The UEFA Coaches Circle, with its special extranet packed with technical information, will become fully established by the end of the year. In addition, the new format for the Meridian Cup will be drawn up and preparations for the event in February 2007 will be well advanced. Another big year of development activities is eagerly anticipated with a number of important events taking place, including the UEFA National Coaches Conference (post-World Cup), the UEFA Futsal Conference and the UEFA Grassroots Course.



Communications & Public Affairs

William Gaillard

“ This year proved to be busy again on the political front in Brussels, with UEFA represented in a number of key debates at EU level, including the regulations on locally trained players and the news access debate, while continuing to foster our good relationships with sports ministers and MEPs. ”

On the corporate communications side we have continued to promote the “unite against racism” message in European football, to highlight the work of the HatTrick project and to publicise the 1955–2005 Champions of Europe campaign, while continuing to service the daily communications needs of UEFA for the benefit of all our stakeholders.



Media Services

The media services unit has continued its daily work of servicing the communication needs of UEFA as a whole. This year these services included: the issuing of some 200 press releases, the drafting of numerous speeches, the writing of forewords to books and preparation of tournament programmes, the production of press kits and media materials for final tournaments and, critically, the handling of the numerous media enquiries, either face to face with media at the House of European football or via the media desk helpline or media email address.

A communications audit was undertaken during the last quarter of 2005 with an external consultancy. The results of this will be made public at the beginning of 2006 and will allow the division to better identify its main stakeholders and their needs, and in so doing, enable a more focused communications strategy capable of delivering UEFA's key messages to the required target groups.

Media services also handled all the media accreditations surrounding the club competition draws held in Nyon, the fan mail enquiries, and took charge of the mailing and dispatch of publications and documents as required.



CHAMPIONS™ magazine

The official magazine of the UEFA Champions League continues to gain plaudits and go from strength to strength. In 2005 a new sub-licensing business model approach was taken for the customer magazine and it now boasts three new language editions – Japanese, Cantonese Chinese and Russian.

Average copy sales of the English language edition rose to around 30,000 copies per issue while the unofficial sales figures for the Japanese version are 25,000 copies and for the Chinese around 10,000. The next step is to verify the sales figures via the Audit Bureau of Circulations (ABC).

Publications

The publications unit was again busy this year, producing the monthly UEFA magazine for the football family – uefadirect – as well as a number of other publications, including the UEFA Grassroots Newsletter and The Technician in collaboration with the Football Development division, the UEFA diary and the official results booklet for all UEFA matches in the 2004/05 season.



Corporate Social Responsibility

Conscious of its corporate social responsibility, UEFA continues to promote concepts of football for all and sport for development, supporting key areas such as football for the disabled, grassroots football and peace promotion, and it continues to be a key player in the “unite against racism” campaign.

The three-year partnership contracts with the four core partner organisations (Football Against Racism in Europe, Cross Cultures Project Association, Special Olympics Europe Eurasia and the International Committee of the Red Cross) entered their second year running with total UEFA donations of over CHF 3 million made available for their 2005/06 projects.

UEFA’s “unite against racism” (UAR) campaign continued to be promoted around all UEFA’s youth and development tournaments and at the three UEFA club competition finals in 2005. As part of the FARE action week, games on matchday 3 of the UEFA Champions League were dedicated to the campaign, with player escort children wearing T-shirts with the logo and team captains wearing branded armbands.

The 2nd UEFA “unite against racism” conference will take place in Barcelona on 1 February 2006, in cooperation with FARE and the Spanish FA.

ProPoor Sports received the 2005 Monaco award for the Homeless Streets Soccer World Cup until 2008. The 2005 event was played in Edinburgh.

Brussels Office

The Brussels office focused on building up political support among the EU institutions for UEFA's new rules on the local training of players. It coordinated a high-level meeting programme that targeted European Commissioners, national sports ministers, and Members of the European Parliament. We received considerable support from all quarters, in particular from the sports ministers.

UEFA was invited to attend the informal meeting of EU sports ministers which took place in Liverpool in September. The positive response to our presence demonstrated the healthy relations we have with many governments. We took the opportunity to present our anti-racism policy and raise our concerns about European Commission plans for regulating news access in broadcasting.

Thirteen MEPs were invited to visit UEFA headquarters in June, taking our relations with the Parliament to a new level, and we used the opportunity to present 'Vision Europe' and to introduce the MEPs to UEFA's broader activities.

We organised the 3rd UEFA Seminar on EU Affairs, inviting 35 of our member associations to take part. The seminar allowed us to update our members on latest developments in European sports policy and offer them practical guidance on how to develop political strategies in their own countries.

UEFA and the European Parliament launched a "Declaration on Racism and Football" in November, underlining UEFA's determination to address the problem and work with governmental partners.





Outlook

For the division as a whole, more continued communications planning work will be necessary once the results of the communications audit are known. And as UEFA begins to build towards EURO 2008, to the two big club competition finals in 2006, and to another season of youth, women's and futsal final rounds, more targeted and specific messaging will become ever more necessary.

In addition, it is imperative that the division maintain its good relationship with the key players in the media world to enable a clear and open dialogue of opinions in search of support for UEFA's views in an increasingly more cluttered media environment.

The Brussels office will continue to focus on building support for UEFA's new rules on the local training of players. 2006 will be a crucial year, as we approach the implementation of the rules, while the European Commission develops its overall opinion on them.



National Associations

Jacob Erel

“ 2005 was synonymous with change and renewal, with the creation of this division as part of the recent UEFA reorganisation. The main focus was the launch of the Top Executive Programme (TEP), which is the key element in UEFA’s long-term strategy aimed at increasing the professionalism of the member associations and thereby strengthening the legitimacy of the governing bodies. ”

The division has strived to position itself as an access point for all the UEFA member associations by supporting the top executive management, primarily through the Top Executive Programme. As in previous years, the professional training of referees continued with courses and seminars for the various referee categories, while a systematic training module for stadium and security management was initiated through the new HatTrick education programme. The assistance programmes, with HatTrick as the centrepiece, progressed with increasing momentum.



National Association Services

The Top Executive Programme is well under way. Since the start of the programme early in 2005, 27 middle-range national associations have been visited and the first round tables were staged in October and November.

The programme was initiated to support national associations' top management in their decision-making role of 'making it happen' (approving plans and proposals, allocating resources, evaluating results, etc.). To this end, a service package is being prepared in order to share information via a database, round tables and, in some cases, also through consultancy (personal advisers).

The philosophy behind the programme is to stimulate the further development of the national associations by creating a coherent dynamic process for sharing and using information, as opposed to isolated initiatives and action.

The whole programme is based on the principle of easy accessibility to relevant information, namely in relation to specific decisions to be taken.



Assistance Programmes

The HatTrick Programme has become fully accepted and established. The associations have appreciated the autonomy given to them as well as the flexibility of the HatTrick Board in assessing individual projects.

In the Investment Project, 70 projects from 42 member associations have been approved. CHF 85,053,550 (65% of the total budget) had been approved as at 31 December 2005. Of this total, CHF 65,069,485 has actually been paid out.

In the Mini-Pitch Project, 45 projects worth CHF 36,299,300 (70% of the total budget) have been approved in 36 UEFA member associations. CHF 21,848,377 (42% of the total budget) has actually been paid out. This is helping to finance over 1,800 mini-pitches each with a playing surface of between 250m² and 1000m².

The HatTrick Education Programme has been set up. It is running over a four-year period and covering management topics such as strategic marketing, finance, project and event management, media, stadiums and security. The first cycle of education courses took place towards the end of 2005.

The new Meridian Project focuses on the training of youth football coaches in technical and administrative areas. This new pan-African education programme is aimed at all 52 member associations of the African Football Confederation (CAF).

Refereeing

The refereeing unit and the Referees Committee continued their commitment to supporting a uniform and consistent interpretation of the Laws of the Game in Europe by organising the second cycle of regional referee instructor courses in Amsterdam and Paris. Practical information for match officials was edited and distributed for the first time, summarising the conclusions and general recommendations of the courses and seminars for elite, women, futsal, assistant and newly appointed international referees. UEFA regularly edits teaching material on DVD.

The unit also organised the match officials at six final tournaments, including the 2005 European Futsal and Women's Championships, helping also to raise refereeing standards in futsal and women's football. This process was reinforced by the staging of the second futsal referees' course and the third women referees' seminar, both held at UEFA headquarters in autumn 2005.

The unit's ongoing tasks continued with referee and referee observer appointments for all UEFA competitions.

Cooperation between referees and technicians was initiated in order to achieve a better common understanding, and a protection plan for referees was developed and approved by the Executive Committee.

The unit was also responsible for coordinating and harmonising UEFA's proposals to the IFAB for amendments to the Laws of the Game.

The results of the audit conducted in 2003 and 2004 in 49 national associations were used to draw up the UEFA Convention on Referee Education and Organisation. This project was approved by the Executive Committee at its meeting in Malta on 8 November 2005.

Stadia & Security

The stadia & security unit presented the outcome of the EURO 2004 study on good safety and security practices to the Daniel Nivel Foundation in June 2005.

It also launched the process of harmonising all UEFA infrastructure criteria. A detailed concept was approved by the Stadia & Security Committee on 25 October 2005.

FIFA and UEFA have agreed on a common, worldwide quality standard of artificial turf for top football. The new FIFA quality concept was published in March 2005. Agreements have been reached about future research programmes. The cooperation in this field is excellent.

After consulting a group of experts, the unit developed a vision and strategy on the training of stadium and security experts working in the national associations.

The five training modules defined are to be developed by spring 2006.

The unit also coordinated various stadium inspections in preparation for the 2005/06 season. In total, 73 stadiums were inspected. Intensive screening of all stadiums used for UEFA competitions took place.

Finally, the unit closely monitored security developments and appointed security officers for various high-profile matches.





Outlook

National Association Services

In 2006, 25 more national associations will be visited, the next wave of round tables is to be launched and the aforementioned database is expected to go on line. A personal consultancy concept will also be elaborated.

Assistance Programmes

As part of the HatTrick Education Programme, new technical courses will be organised in the fields of refereeing (recruitment and education, referee observers, administrators, fitness) and coaching (grassroots leaders, elite youth coaching), in addition to the continuation of the first cycle of management courses.

The Meridian Cup will continue under a new format, comprising a competition part (match between two all-star Under-18 teams from Africa and Europe) and an education part (technical courses in connection with the matches and a continental conference for youth coaches).

Refereeing

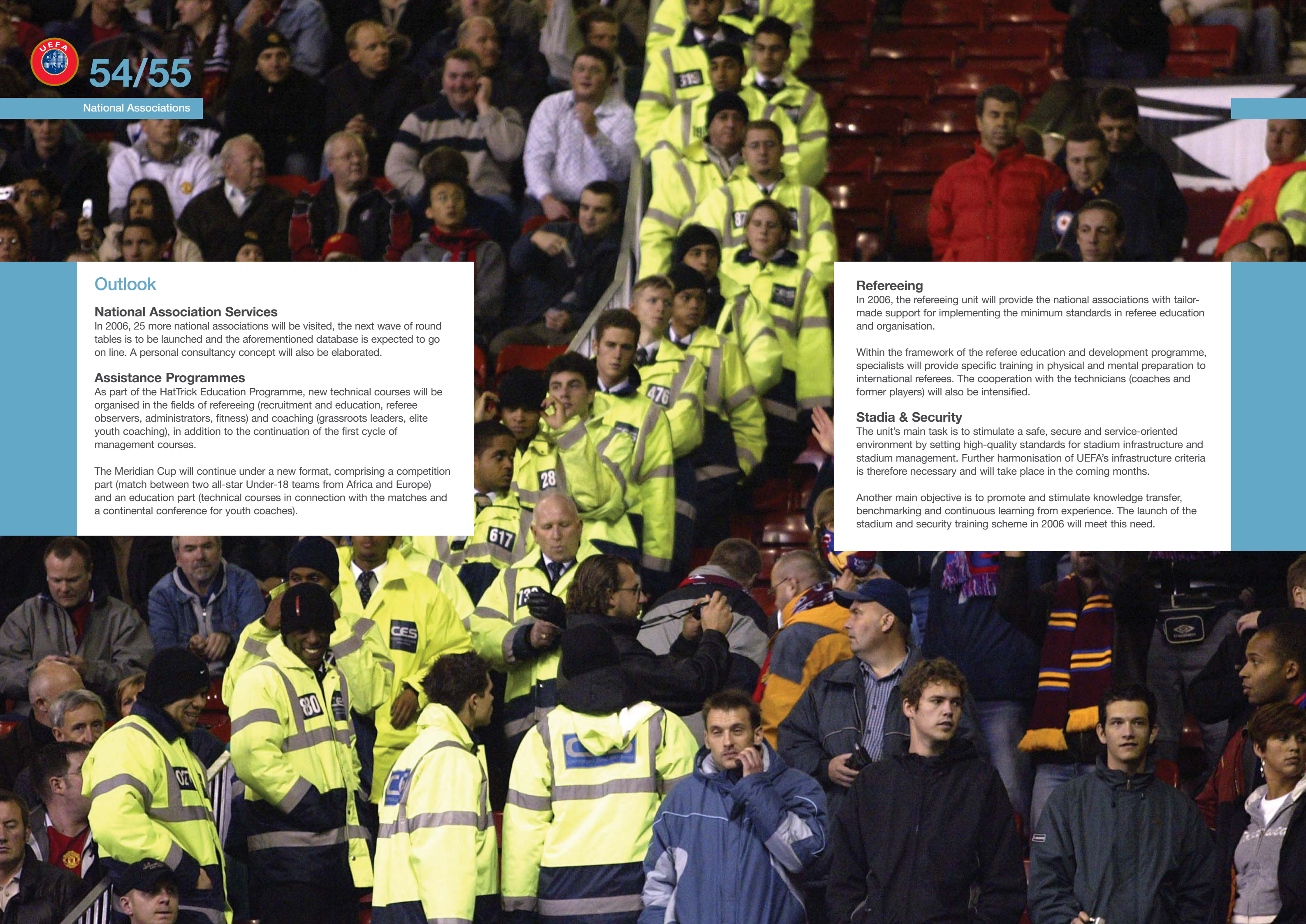
In 2006, the refereeing unit will provide the national associations with tailor-made support for implementing the minimum standards in referee education and organisation.

Within the framework of the referee education and development programme, specialists will provide specific training in physical and mental preparation to international referees. The cooperation with the technicians (coaches and former players) will also be intensified.

Stadia & Security

The unit's main task is to stimulate a safe, secure and service-oriented environment by setting high-quality standards for stadium infrastructure and stadium management. Further harmonisation of UEFA's infrastructure criteria is therefore necessary and will take place in the coming months.

Another main objective is to promote and stimulate knowledge transfer, benchmarking and continuous learning from experience. The launch of the stadium and security training scheme in 2006 will meet this need.





Legal Affairs & Club Licensing

Gianni Infantino

“ Football is now facing an ever more complex legal landscape. Specific sports legislation, the marketing of commercial rights, doping issues, the growth of the football betting industry, and so on; these are only a few of the many legal issues European football has faced in the recent past. ”

The Legal Affairs & Club Licensing division is constantly monitoring the situation and taking a proactive approach, to ensure that we are one step ahead to protect the interests of European football.

Our division's tasks are primarily to provide legal support to the UEFA administration, its subsidiaries and members. This includes the drafting of commercial and event-related contracts, monitoring the UEFA regulatory framework, evaluating and influencing legislation in the sports area, the fulfilment of UEFA's disciplinary tasks, etc. In addition, our division is also in charge of the implementation of the club licensing system.

The organisational restructuring of UEFA has necessitated changes within the division, in particular with the creation of event and corporate legal services, and developments in the club licensing unit.

With regard to EU matters, we have maintained a positive dialogue with the EU authorities mainly in relation to UEFA's new rule on local training of players and the revision of the "Television Without Frontiers" Directive.

Following the introduction of the club licensing system in 2004, this year's focus was on development and review, in particular of the financial chapter, which resulted in version 2.0 of the club licensing manual.

EU Matters

As in recent years, EU matters occupied much of our time. One of the most high-profile projects UEFA has been involved in is the introduction of a new rule on locally trained players, which will apply in our club competitions as from the 2006/07 season. We believe this project is very important to the future health of football in Europe. Much technical work has been carried out in connection with this project, both from a legal and economic point of view, and dialogue has been established with key EU interlocutors to ensure that the rule is legally robust and receives political support.

The legal implications of the new central marketing structure of the UEFA Cup have also been discussed with the European Commission.

UEFA has actively participated in the "news access" debate in the proposed revision of the EU's "Television Without Frontiers" Directive. This is an important issue for football, particularly as regards the exploitation of new media rights. Concerning new media platforms, UEFA has also participated in the European Commission's sector inquiry regarding the transmission of sports content on mobile phones.

December 2005 marked the tenth anniversary of the Bosman ruling of the European Court of Justice. Views on the consequences of this ruling are divided but it is fair to say that football has been faced with important challenges as a result of the case. The new rule on locally trained players is part of the response being led by UEFA.

Now we stand on the threshold of another significant legal case originating in Belgium, with a challenge by the Belgian club, R. Charleroi SC, to the rule requiring clubs to release players for international team duty. UEFA will be working alongside FIFA to ensure that this principle, which is critical for the organisation of both the European Football Championship and the FIFA World Cup, and indeed for all national team activities, is protected.

Sports Legal Services & Club Licensing

The ad hoc legal and financial working groups reviewed the UEFA club licensing manual and drafted a new proposal based on practical experience and the feedback received.

After detailed consultations with the UEFA Club Licensing Panel and the Executive Committee working group, the new version was approved by the Executive Committee on 21 September 2005. The main changes concern the financial criteria, and there is a new approach on infrastructure requirements as well as quality improvements in the other categories of criteria.

The UEFA administration performed a certain number of spot checks, which led to the conclusion that a specific spot check unit should be established within UEFA.

In the area of Sports Legal Services, several associations were given support to revise their statutes, and a joint FIFA/UEFA seminar was held in September in Geneva to support the associations in this matter.

Finally, 13 new match agents were licensed and five renewals approved.





Commercial Legal Services

The unit is involved primarily with the drawing up, negotiating and review of all commercial contracts of UEFA and its subsidiaries. This year alone, over 500 contracts were drafted and executed by UEFA.

Specifically with regard to EURO 2008, we prepared the legal documents for the tender process and appointment of the Sportfive agency for the sale of European media rights and developed the relevant standards (broadcast contracts and tender documents). All legal work was carried out in house for the agreements with the EUROTOP and EURO SPONSOR official partners. With respect to the UEFA Champions League, the main activity has been to review and validate all commercial contracts prepared in cooperation with TEAM AG.

UEFA has been taking an active stand against ticket touting and in this respect we have been successful with some court cases, mainly in the United Kingdom.

Event Legal Services

With regard to EURO 2008, legal support has been given, among other things, for the accommodation agency agreement with Kuoni, the host city charter, the official training centre agreement and the official-uniform contract. Initial steps have been taken to establish a rights protection programme, involving extensive local cooperation with Swiss and Austrian national associations and government authorities.

Concerning the other competitions, all contractual matters regarding the European Women's Championship and the Under-17 and Women's Under-19 Championships have been concluded. Draft staging agreements for the 2006 and 2007 Under-21 Championship final rounds have also been prepared.

Finally, continuous legal assistance is being provided for the EURO 2012 bidding process with the aim of obtaining a signed staging agreement before the hosts are appointed.

Corporate Legal Services

In tax matters, regulations and commercial contracts were adapted and harmonised to limit UEFA's risks. For UEFA's subsidiaries, cost-plus tax rulings were concluded with the Swiss tax authorities. Intended taxation on payments to players, referees and delegations remains a main concern and was dealt with in cooperation with the national associations and FIFA.

In other corporate matters, the structure of Euro 2008 SA in Switzerland and Austria was finalised, UEFA's participation in TEAM Holding AG monitored, the lease of five floors of the office premises known as "Le Martinet" in Nyon completed and a contractual framework for UEFA's freelance contributors (tournament directors, media officers, referees, etc.) implemented.



Disciplinary Services

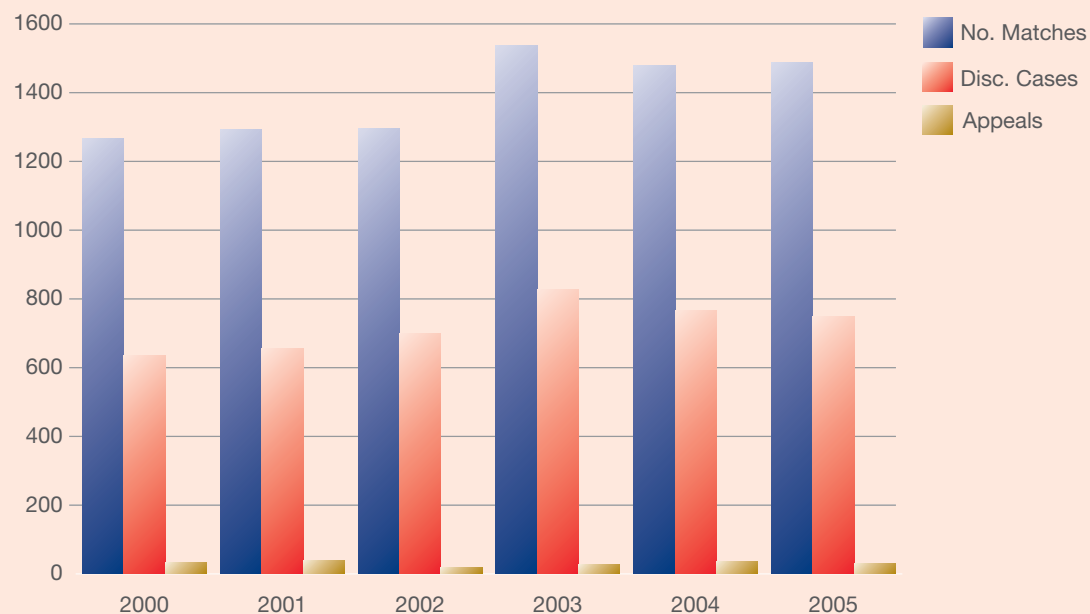
Every second UEFA match still gives rise to a disciplinary case, although the total number of disciplinary cases dealt with in 2005 decreased slightly.

Following the increase in doping controls and the strict requirements for therapeutic use exemptions, the number of disciplinary cases related to breaches of anti-doping rules increased slightly. The period was also marked by several cases where the disciplinary authority had to order matches behind closed doors or require a club to play in another stadium.

The Control & Disciplinary Body frequently used the system of deferred sanctions for matches behind closed doors. This combination of educational and sanctioning elements in disciplinary decisions was introduced in the regulations in 2004.

In terms of UEFA matches, the number of cases of racism has decreased. There has been an increase in irregular betting activities on the results of UEFA competition matches and we have therefore set up an information network (early-warning system) with state lotteries and private betting companies that appears to be working well. Thanks to the information received, UEFA is currently conducting investigations in four cases. Moreover, UEFA was able to intervene directly at the relevant venue in five other cases.

Decisions of the Appeals Body were challenged twice before the Court of Arbitration for Sports (CAS) in Lausanne. In one case, the UEFA decision was upheld. The other case is still pending.



Season	2000	2001	2002	2003	2004	2005	
No. matches	1267	1294	1296	1537	1479	1489	Estimated
Disc. cases	635	656	700	827	767	750	Estimated
Appeals	32	38	20	27	37	30	Estimated





Outlook

Looking forward, football-related legal issues are not likely to decrease; on the contrary, it will be even more important for UEFA, its member associations, leagues, clubs and players to be aware of the legal challenges which European football will have to face and to be ready to tackle them, taking into account the principles of fair play and sportsmanship, as well as the specific nature of sport.

UEFA should be at the forefront of the development of sports law in Europe and contribute to its progress, for example, by having an open dialogue with governments and EU institutions, supporting research and education schemes in sports law and by continuing to develop our expertise in commercial, corporate and event-related legal matters.

Special attention must be paid to ensuring that our regulatory framework is up to date, and that our rules and decisions are and continue to be transparent, fair and proportionate. In this respect, the rules on the integrity of the competitions play an important role as the basis for the proper functioning of our activities. Finally, in order to raise the standards of good corporate governance in European football, it is crucial that all stakeholders adhere to the principles of transparency provided for in the club licensing system.



Finances

Hanspeter Jenni

“ As part of the move towards more professional and modern financial management, new charts of accounts have been introduced for the 2005/06 financial year. Furthermore, the books of UEFA’s affiliated companies, i.e. UEFA Media Technologies SA and Euro 2008 SA, are being kept centrally in UEFA’s Finances division, thereby ensuring that the same processes and standards are applied throughout the organisation. ”

A journey of a thousand miles must begin with a single step. Observing this Chinese proverb, UEFA took the first step towards managing its finances in a more professional and modern way when it recruited a controller in 2002 and introduced a cost accounting system in 2002/03. In 2005, many important steps were taken towards the final destination. In cooperation with UEFA’s budget-holders, and taking the specific needs of UEFA’s affiliated companies into consideration, new charts of accounts have been introduced for 2005/06. An improved cost centre and product/cost driver structure has also been implemented to integrate the organisational adjustments (e.g. the outsourcing of IT into UEFA Media Technologies SA). The most important changes, however, are due to the complex activities of Euro 2008 SA.

As announced at the 2005 Congress, consolidated figures can now be compiled and published for the 2005/06 financial year.



Excellent result for the 2004/05 financial year

As for any UEFA Congress, a separate financial report has been published. It explains in detail why the net result achieved is much better than the budget approved by the 2004 Congress and presents UEFA's financial situation in a transparent way. The Congress will be pleased to learn that income continues to be high, and even more pleased to realise that the cost accounting system has helped to keep costs under control. The books were closed as at 30 June 2005, meaning that the 2004/05 financial year consisted of only 11 months.

Another milestone is reached

From now on, UEFA's financial year will run from 1 July to 30 June, as decided by the 2005 Congress, in order to be better synchronised with the football season.

In 2005/06, UEFA will publish consolidated figures for the first time, by integrating the UEFA Media Technologies SA, Euro 2008 SA and the UEFA Champions League project accounts. Most of the preparatory work in this respect has already been accomplished in 2005, notably:

- The accounts of UEFA's affiliated companies are kept in UEFA's Finances division, thereby ensuring that the same procedures, processes and reporting apply throughout the organisation.
- For this purpose, new charts of accounts have been set up by the Head of Controlling in consultation with all budget-holders. At the same time the cost centre and cost driver/product structure has been fine-tuned.
- The most significant changes had to be implemented to cover the needs of the complex activities of Euro 2008 SA, i.e. the European Football Championship final round. This wholly owned company will of course deal with matters which have not been listed in UEFA's books before, such as ticketing, stadium arrangements and event organisation, to name but a few.
- Furthermore, UEFA's recent organisational adjustments, the most prominent being the outsourcing of IT matters to UEFA Media Technologies SA and the creation of a National Associations division, also necessitated important adjustments.
- The new set-up is also built on the experience gained so far from UEFA's cost accounting and the reporting tools.

Truth, transparency and continuity

By applying these new principles, more accurate figures will be released with even greater transparency in the future. Such changes obviously affect continuity, but UEFA has made every effort to ensure the least possible impact.

To achieve this ambitious objective, all transactions related to the income statements of previous financial years – beginning with 2001/02 – have been restated. While the net result of these financial years remained exactly the same of course, different key figures changed; some no longer appeared and others were introduced. The restated accounts are also of great importance when it comes to consulting the actual figures of previous financial years in order to elaborate a reliable budget for the coming year and, more importantly, the strategic financial outlook for 2006–2012.

It should be pointed out that the figures published in the 2004/05 financial report for both the 2003/04 and 2004/05 financial years were restated by applying the charts of accounts and the cost centre and cost driver/product structure introduced for 2005/06. It goes without saying that we started this time-consuming work only once we had received the consent of our statutory auditors.



Other achievements in 2005

- The database of UEFA's suppliers was reorganised so that the data generated via the Purchase Order System (POS) can be processed directly.
- After the implementation last year of electronic banking for payments in Swiss francs, we have now extended these online procedures to all four official UEFA currencies (CHF, €, £ and \$). All invoices are now paid in one of these currencies, with the amount being debited to a bank account in the same currency.
- Another advantage of the POS is that it allows all invoices to be scanned. This enables all budget-holders within UEFA and its affiliated companies to access invoices remotely and electronically.
- Having exploited all the advantages of our financial tools related to "payables", we have now started to improve the procedures for "receivables". Contrary to the situation today, UEFA and, in particular Euro 2008 SA, will issue a great number of invoices in the future, which we will be able to process more professionally, including in terms of the electronic monitoring of payment schedules, the planning of cash inflows and, last but not least, the handling of the different currencies.



Outlook

In order to improve UEFA's financial management on a continuous basis, information about the financial impact of UEFA's activities has to be available quickly. At the same time, this will facilitate long-term planning.

The POS is crucial in this respect. All services and goods will eventually have to be ordered in this way and all processes (from order requests to receipt of the services or goods) completed by means of the POS. Once a request has been approved and the order sent to the supplier, UEFA's financial tools automatically indicate the "committed amount", not only as a total, but with a breakdown by nature, cost centre and cost driver/product. Consequently, costs will be known at the beginning of the process and not just when the invoices are paid after the goods/services have been delivered.

A strategic financial outlook covering the next six financial years will be presented to the UEFA Congress. The first of those years will serve as the budget which the Congress is invited to approve. By taking account of the figures for the previous two years, UEFA and its member associations will have reliable key indicators for an eight-year period, covering two European Championship final rounds.

The euro (€) will become more prominent in UEFA's books, following the decision to conclude UEFA Champions League contracts for the 2006–2009 period in this currency. Payments to clubs and leagues will also be made in euros, thereby limiting the currency risk exposure as far as UEFA is concerned.



74/75

Services

Services

Jean-Paul Turrian

“ An exceptional year for the Services division, which has come to the end of its construction phase, having stabilised its workforce and considerably improved its productivity. Under these conducive circumstances, the division has been able to meet all of its main planned objectives and make a significant contribution to the reorganisation of the UEFA administration and the establishment of Euro 2008 SA. ”

At management level, the division has strengthened its human resource potential when filling vacancies. The four values being promoted by the division – professionalism, courage, respect and pleasure – have now all been presented to the staff of the division, with positive results already in evidence .

The reorganisation of the administration required an exceptional effort. First of all, premises had to be found to accommodate Euro 2008 SA. Then some 200 employees had to be moved as the available office space was rearranged to correspond with the new structure. At the same time, the premises known as the "Villa Rose" were vacated.

The efforts invested in the purchase order system (POS) are paying off and all purchases are now made in this way.



Director's office

Our commitment of the last five years to developing and maintaining good relations with the local authorities is bearing fruit and the situation can even be described as exemplary.

Human Resources

The human resources unit has been reorganised by allocating specific tasks to each member of the team as well as taking account of the needs of Euro 2008 SA.

All of the HR documents and management processes gradually put into use since the FORCE project have been updated, simplified and coordinated.

A new procedure for introducing new members of staff to the organisation has been initiated in order to accelerate their integration.

As a result of the synchronisation of the HR calendar with the UEFA calendar, the 2004/05 salary increase exercise was postponed to June 2005. In order to analyse UEFA's salary situation more accurately, a benchmarking study was conducted in the market.

Regarding Euro 2008 SA, cooperation with the Adecco employment agency is now operational and to date a number of open positions, and more than 400 applications, have been handled by them. A contract with Adecco has been drawn up in cooperation with the Legal Affairs & Club Licensing division.

New appraisal system (AAA)

A new appraisal system was launched in September. It comprises appraisal of conduct (via evaluation of UEFA competencies and criteria relating to the observance of certain internal rules) and objectives (individual and collective, fixed at organisation level).

Language Services

Although there was no major project this year as there was last year with the Jubilee book, the overall volume of work (2,511,642 words translated) reached nearly the same level as in the last business year (2,636,812). This can be partly explained by work coming from the newly founded Euro 2008 SA and several big projects. In this context, the workload at the beginning of the calendar year is worth mentioning, when the UEFA strategy document and some regulations had to be translated at the same time.

The language services unit organised interpreting services for UEFA at 86 events (which can include several meetings requiring interpreters) with 795 interpreter days during the business year.

An interpreters' policy entered into force at the beginning of the new business year and will allow the recruitment of interpreters and the related administrative tasks to be handled in a more efficient and professional way.

Language services decided to abandon the practice of "collating" (process of comparing translations word for word with the source text) in favour of a more efficient and appropriate quality control procedure.

Travel & Conferences

A new standard UEFA hotel contract was used for the UEFA Champions League final at the Conrad hotel in Istanbul.

A standard contract is now proposed for any large UEFA event.

Despite more or less the same number of trips compared with 2003 (-1.4%) and a general market increase of 7-10%, UEFA managed to decrease travel volume by 13%. This excellent performance is mainly due to the renegotiation of all airlines contracts by the travel & conferences unit, as well as stricter appliance of the travel policy.

HELGA, UEFA's electronic event-management system, is used extensively to manage accommodation/transport for events of any size (e.g. Executive Committee meetings), including local events (e.g. UEFA-FIFA seminar). Participants can also register on line directly.

For EURO 2008, an accommodation agency bidding process took place and the contract was awarded to Kuoni.

For the qualifying round draw in Montreux, the accommodation concept was finalised using a total of seven hotels, and the transport concept was also settled. The renewal of the UEFA company car fleet was completed during 2005.

Finally, a survey concerning the UEFA restaurant revealed a 95% overall satisfaction rate, which was highly impressive.



Carlson Wagonlit Travel (CWT)

The results of a survey conducted into UEFA's travel agency, Carlsson Wagonlit, were also excellent, pointing to 94.8% overall satisfaction.

CWT has been heavily involved in the development of the purchase order system, including a new feature allowing direct capture of CWT's data through the Galileo distribution system (test phase to come).

Facility Management

A purchase agreement has been signed for a plot of land opposite UEFA's main offices known as the "La Métairie". The required alterations to the ward plan are now before the local authorities for decision.

The concept for the evacuation of the main building has been updated and a drill prepared.

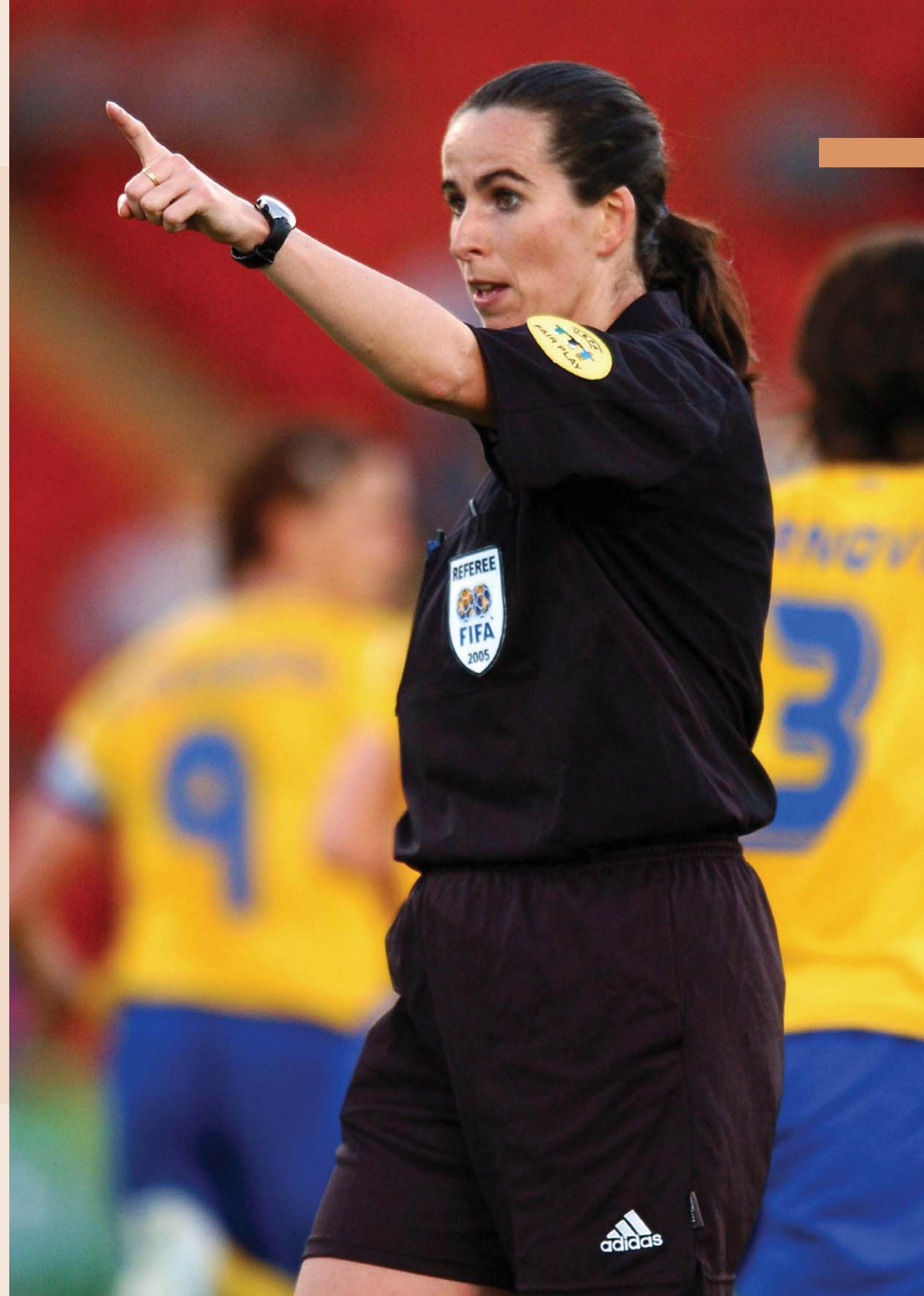
The unit is now working with the purchase order system, with the ultimate objectives of quality assurance and optimal stock management. This will allow the creation of a catalogue framework and data entry and the implementation of a stock management system (catalogue updates and improvements, preliminary work and training in e-back, purchase procedures, etc.).

For Euro 2008 SA, the unit coordinated the printing of all stationery for the Nyon, Berne and Vienna offices.

In addition, the replacement of UEFA uniforms has been completed.

Following the approval of the new office layout presented in April, some 200 staff had to be moved into new offices. In the process, space was created in the main building for the new documentation centre.

The archiving of all tapes of "commercial games" (European Championship, UEFA Champions League, other competition finals) is now complete. This represents a total of some 8,000 tapes.

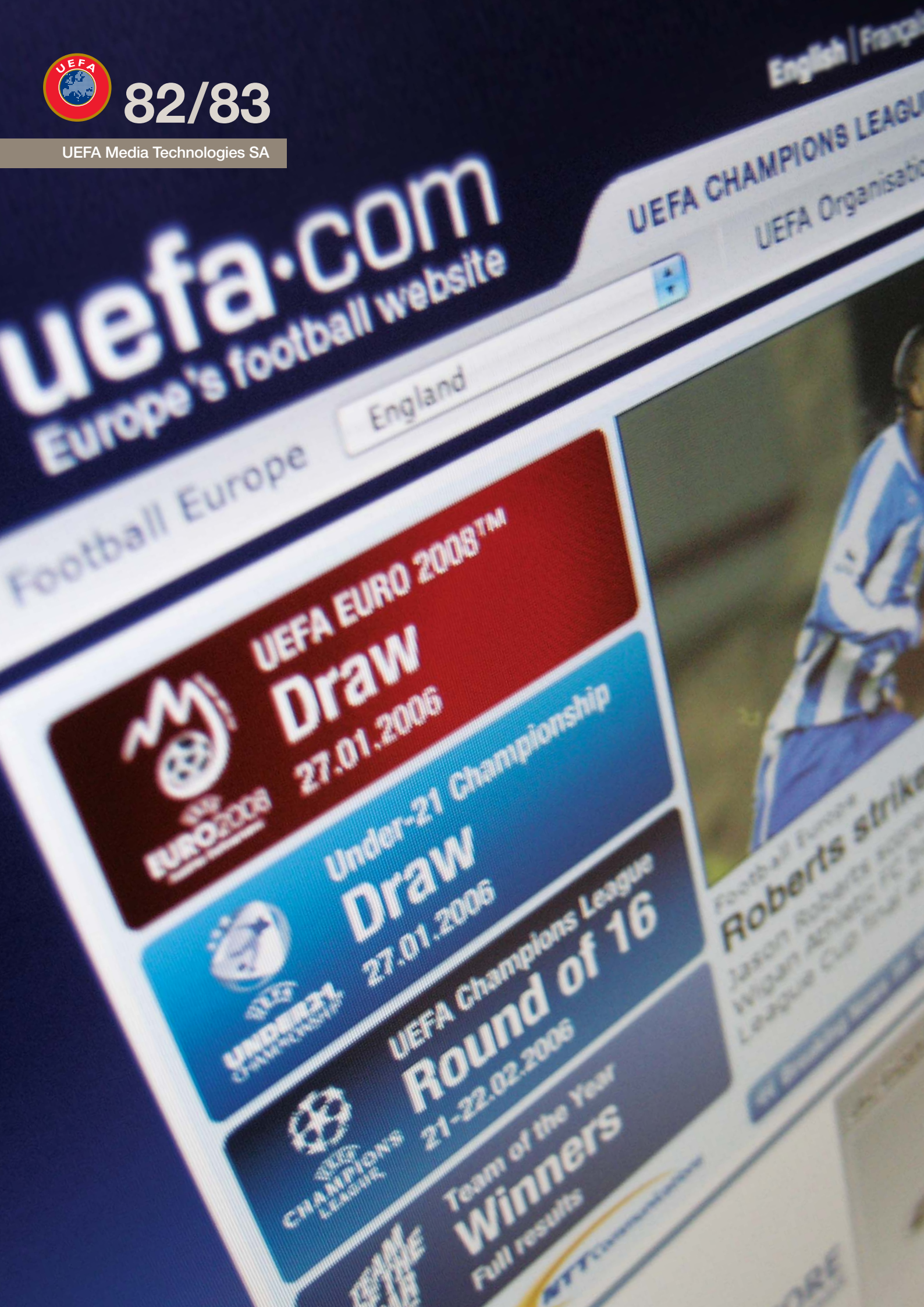




Outlook

The contribution of the Services division to the success of the European football family consists in providing premium service under the most favourable conditions possible. In this respect, we are currently analysing, optimising and recording our processes with a view to surpassing the outside market in all of our fields of activity.

In terms of the division's current projects, the main tasks concern the realisation of the plans to construct new office premises on the plot known as "La Métairie", support to Euro 2008 SA, the replacement of our audio-visual equipment, archive management, maximum efficiency in personnel management, the creation of a football terminology database, and optimisation of the travel, conference and reception services.



UEFA Media Technologies SA

Alexandre Fourtoy

“ Consolidating the company and preparing for the future have been the major goals this year. The market evolution in rights sales, the involvement of IT in most of the steps of the business processes, and developments in host broadcasting activities have been the key drivers of UEFA Media Technologies’ activity plan in 2005. ”

Building on the success of euro2004.com to renew uefa.com in view of the new season, and integrating information technology activities at a strategic level have contributed not only to consolidating the company but also to better integrating the services delivered to UEFA. We have also prepared the new challenges of the coming UEFA Champions League cycle and EURO 2008, including the development of the live Internet video platform for broadcaster services, delivery of an integrated software environment called FAME and establishment of a host broadcasting department.

Following the integration of the information technology unit, the company took definitive shape by moving into a new building in Nyon in August 2005, together with Euro 2008 SA. With its settled structure, UEFA Media Technologies SA is ready to deliver to UEFA the new set of services which are required as part of our four key objectives for the next four years.



Delivering EURO 2008 services

We have started to prepare the delivery of the information technology and infrastructure which will be needed for the tournament in 2008 by defining the global concept necessary for the negotiation of the first “value in kind” contracts. On the Internet front, the development of the UEFA EURO 2008™ section as part of uefa.com’s redesign is focusing on pre-tournament coverage.

Delivering the live Internet video platform

This is one of the key developments which will have an impact on the shape of rights sales in the future. UEFA’s acknowledgment of the convergence of technology, rendering the distinction between “old and new” techniques in television transmission obsolete, is creating new challenges for the future. Starting in 2006, the UEFA Champions League broadcasters will be obliged to simultaneously broadcast live games on their website, in a piracy-protected environment limited to their territory. To be sure that those games are also accessible on the Internet, UEFA Media Technologies will provide broadcasters who are unable to fulfil that obligation with a technical platform to do so. We have initiated this development, selecting a consortium of providers to achieve what is a particularly complex development, as our live Internet video platform will be able to encode up to 64 different signals, deliver up to 50,000 streams and manage payments and currencies on a country-by-country basis.

Delivering the FAME platform

FAME stands for Football Administration & Management Environment, and corresponds to the integration of the various specialised software that we are developing to respond to UEFA’s specific business processes. FAME will be the first platform which is able to handle the needs of competition organisation, event organisation and rights and content management. This year, we have managed the continuous development of various components within this platform, such as HELGA (the event management component, adapted from EURO 2004 to the UEFA Champions League and 13 other competitions), the broadcast sponsorship management module (for the management of sponsors’ presence on television transmissions), and the football system (for competition administration).

Delivering host broadcasting operations

As a consequence of the television sales structure for EURO 2008, UEFA is taking control of the television production of the tournament, with the aim of acquiring essential knowledge about the core product for revenue and competition display. UEFA Media Technologies is currently developing this approach, with the aim of setting up the core team at the beginning of 2006 and externalising operations. In the meantime, we have organised host broadcasting operations for the EURO 2008 qualifying competition draw, to be held in Montreux, Switzerland, in January 2006. We ran a tender process and appointed SRG-SSR Idée Suisse as our production partner for this operation.

In addition to the activities developed around the key delivery objectives set up for the company, we have been working constantly to develop, improve and consolidate services to UEFA.

The European football website, uefa.com, was totally redesigned in August 2005, based on the lessons learned from euro2004.com. Traffic on the website, which had already brought a seasonal increase of +30% for the 2004/05 season compared with 2003/04 (704 million page impressions without euro2004.com), was boosted spectacularly thanks to the redesign (September 2005 – more than 110 million page impressions).

The park of computers at UEFA, which was four years old, has been totally renewed this year, with a move from Hewlett-Packard to Dell. This change of equipment has provided the opportunity to implement a new concept of mobility for users based on usage. Around 400 machines were implemented in two days.

The partnerships unit is increasing its support to the marketing divisions and agencies within UEFA, mainly because of the implementation of the live Internet rights as part of the broadcasting packages, which required more assistance in the sales process, and also because of the sponsorship sales processes for EURO 2008 and UEFA Champions League.

The new location of our offices, which has allowed the team to be together in one place, has also been a key mission this year. Support with respect to computers and networks has been given to UEFA’s facility management unit to organise the moving of several offices within and outside of UEFA.



Draw
27.01.2006

Under-21 Championship
Draw
27.01.2006

Champions League
Draw of 16

UEFA EURO 2008™

New trophy for UEFA EURO 2008™

UEFA will unveil a new Henri Delaunay trophy for UEFA EURO 2008™ in Montreux, Switzerland on Thursday with the qualifying draw following 24 hours later.

Breaking News

Bordeaux gamble on Beto

action video

other videos

Other News

- Champions No15 - out now
- Van Hooljdonk rejoins
- Lee



UEFA EURO 200...
Draw will reflect
changing fortunes



Football Europe
Ashton rises ag
at West Ham

Outlook

To stay at the forefront of the market evolution, and to integrate fast-evolving technology, UEFA has, by changing the nature of its subsidiary UEFA Media Technologies SA, prepared the ground for a future which may be more complex, but which remains full of opportunities. Live matches on the Internet will be our first major challenge, as we will implement a new service – a “first” in this field.

We believe that the delivery of FAME and its future evolution will be a key strategic asset for UEFA. Integrating host broadcasting operations with the new technologies is also a sign of the increasing importance of convergence in the media today, and UEFA is the only organisation to integrate these elements in such a manner. These are challenges which promise an exciting future – and our entire team is committed to meeting them.



UEFA EURO 2008™
New trophy fo
UEFA EURO 200



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UEFA Marketing & Media Management



UEFA Marketing & Media Management

Philippe Margraff

“ After the success of 2004, the decision was taken to establish UEFA Marketing & Media Management (UMMM) as a separate entity within UEFA. Its goals are not only to carry on the work of the Marketing Operations Centre but to expand and improve the event promotion and commercial programmes of UEFA's top national team competitions. ”

In the period from 2005 to 2009 there will be no fewer than seven major national team competitions, with three Under-21 Championships, two Futsal Championships and one each of the men's and women's senior European Championships. Combining these events under the banner of "EUROTOP" has already proved very successful with sponsors and commercial partners. All six of the big EUROTOP partnerships have already sold out and the rest of the programme has generated strong interest. The challenge ahead will be to match previous successes but already UEFA is off to an excellent start to do just that and more.



EUROTOP – the strategy

It was important for UEFA Marketing & Media Management to build on what was achieved at EURO 2004 and to ensure that as much knowledge as possible was transferred to future endeavours. Extensive debriefs were conducted to get the greatest possible feedback. This information was used to formulate the new strategy, UEFA EUROTOP 2005–2009.

The cornerstone of the strategy is to develop the value of the marketing and media programmes for UEFA's national team competitions at the highest level, namely EURO 2008 and the Women's, Futsal and Under-21 Championships. The sponsorship programme has three levels. There are six "EUROTOP Partners" with worldwide marketing rights for all four competitions. These are supplemented by a further four "UEFA EURO Sponsors" with worldwide rights for EURO 2008. There will also be four "National Supporters" in each host country for EURO 2008. For each of the Women's, Futsal and Under-21 Championships, up to four full sponsors will supplement the existing six EUROTOP partners, complemented by a local "National Supporters" programme.

For the main group of six EUROTOP partners, new rights have been devised to enhance their relationship with the competitions and to encourage them to activate not only the core sponsorship package around EURO 2008 but to also spread the appeal of the other EUROTOP events.

Sales and marketing – implementing the strategy

The EUROTOP sponsorship structure and strategy was finalised and approved within UEFA at the beginning of the year and in 2005 the sponsorship sales process focused initially on the highest level of sponsorship, the six EUROTOP partnerships. The previous sponsors were the first companies to be approached. Despite a significant increase in the price of these rights packages, all six EUROTOP partnerships have now been taken up. Carlsberg and McDonald's already held rights for EURO 2008 and have extended their commitment to EUROTOP for the 2005–2009 period. JVC were the first to make a public announcement of their rejoining the new, wider programme, followed by MasterCard and Coca-Cola. The remaining EUROTOP partner will be announced in the first quarter of 2006.

The successes of the past event and the strengths of the new strategy were comprehensively illustrated by the fact that eight previous sponsors have now returned to the programme (the six at EUROTOP level and another two at European Championship sponsor level, still to be announced). The overall sales performance is considerably in advance of the sponsorship programme at the equivalent time in the EURO 2004 cycle, when only one sponsor had been secured at this stage.

In order to complete the global programme, top international organisations have been targeted and more than 30 companies contacted. There are ongoing discussions with several prospective sponsors to fill the one remaining position amongst the group of ten for EURO 2008.

At National Supporter level, the important host country sponsorship programme has been successfully launched with the signing of the UBS as the official bank in Switzerland. UMMM is working closely with the Swiss and Austrian national associations and Euro 2008 SA to target other National Supporters for EURO 2008. Negotiations are at an advanced stage with a number of Swiss and Austrian companies and the announcement of other National Supporters will follow early in 2006.

It is not only the sponsors that have been attracted by the new EUROTOP programme. In Monaco this year, UEFA announced a wider, deeper licensing rights agreement with Warner Brothers Consumer Products (WBCP). After an extensive review of the market for potential agents, WBCP matched UEFA's ambitious plans not only for EURO 2008 but also in respect of the other EUROTOP competitions.



WOMEN'S EURO 2005™ – the first success

In 2005, the European Women's Football Championship was marketed for the first time by UMMM. Two new companies, Northwest Regional Development and Fair Game, were added to the existing sponsor group to blend local promotion to the international brands. The promotional expertise and marketing operations delivery skills gained the year before in Portugal were put to good effect in the North of England. A high-profile communications and promotional programme helped contribute to record attendances and the event promotion PR campaign also won a prestigious industry award in the UK.

WOMEN'S EURO 2005 was the first event at which the newly established UMMM Marketing Operations unit was tested in the field. The success of the unit in delivering the marketing and television rights, in close cooperation with The FA and the UEFA Events unit, showed the benefit of its creation.





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UEFA Marketing & Media Management



Outlook

The focus for the coming year will be the completion of the core sponsorship sales programme for EURO 2008 and a successful Under-21 Championship. The newly restructured marketing services unit will be fully staffed and will allow a marketing services manager to be dedicated to each of the six EUROTOP partners. The key objective for this team will be to build a long-term relationship with our sponsors, facilitating their greater support of the four EUROTOP competitions.

The event promotion plan for each EUROTOP competition will be crucial to achieving the aim of expanding the popularity of these events. Work has already begun in earnest on the plans for EURO 2008, including the city dressing programme, the fan parks and a trophy tour, each of which is currently being developed in close cooperation with the host cities and Euro 2008 SA. The experience of WOMEN'S EURO 2005 will not be forgotten and PR and event promotion ideas will be used at the upcoming Under-21 Championship.

Even with the previous successes of the television, sponsorship and licensing programmes, UMMM has been mandated to explore potential new, different business ideas that could bring benefits to UEFA in the future. To serve UEFA's national associations plans are also being developed, within the National Associations division's programmes, to not only develop new business ideas but to share existing expertise across the European football family.



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Euro 2008 SA



Euro 2008 SA

Martin Kallen

“ The company had a good overall kick-off and work on the big project of UEFA EURO 2008™ got off to a positive start. I am pleased to say that we are well on track. Our main aim is to continue with this implementation process in order to smooth the way for a good tournament to the best possible satisfaction of our stakeholders, first of all to UEFA. ”

The integration of the UEFA Event Management unit into Euro 2008 SA is an additional challenge for the company and gives us the opportunity to use synergies and to enhance quality in all aspects.



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Euro 2008 SA

Euro 2008 SA

Euro 2008 SA is a subsidiary of UEFA and was registered in the trade register of the canton of Vaud, Switzerland, on 17 December 2004. The Board of Administration of Euro 2008 SA consists of nine members and held its first (constituent) meeting on 27 January 2005. UEFA is represented on the Board of Administration by its Chief Executive, Lars-Christer Olsson, his deputy, Markus Studer, the UEFA treasurer and Executive Committee member Mathieu Sprengers, the chairman of the National Teams Committee, Lars-Åke Lagrell, and the director of the Professional Football division, Giorgio Marchetti. The two host associations – the Swiss Football Association (SFV) and the Austrian Football Association (ÖFB) – are also represented on the Board of Administration of Euro 2008 SA, the SFV by Ralph Zloczower (SFV President and chairman of the Euro 2008 SA Board of Administration until the end of 2006) and Peter Gilliéron (General Secretary), and the ÖFB by Friedrich Stickler (ÖFB President and chairman of the Euro 2008 SA Board of Administration from 2007 until the end of EURO 2008) and Alfred Ludwig (General Secretary).

The company's objective is the best implementation ever of UEFA's most prestigious national team football tournament – the European Football Championship.

The company has its headquarters near UEFA, in Nyon, and two tournament offices, one in Berne and the other in Vienna. All three locations have been fully operational since March 2005.

UEFA Events

Formerly known as Event Management, this unit is now incorporated into Euro 2008 SA and called the UEFA events unit. It is responsible for the implementation of the guidelines and project plans for UEFA's club competition finals, national team final tournaments, draws and major events, as defined by the UEFA product management. The 2005 UEFA Super Cup, which took place in Monaco in August, was already implemented under this new structure.

Euro 2008 SA

The first months were used for the set-up phase during which the company dealt with legal, logistical and organisational issues (according to the business plan that was approved by the Board in January) and became fully operational in summer 2005. Now that the first phase has been successfully completed the company has entered the strategic phase, during which different concepts and strategies concerning EURO 2008 are being elaborated and approved (e.g. ticketing, training centres, communication, accommodation, uniforms – to name but a few). As far as major achievements/milestones are concerning, the following can be reported:

Projects

To date, 39 projects have been identified and project charters established, identifying the scope, key strategy pillars, objectives, main activities, responsibilities, risks and counter measures, and dependencies.

Finances

The budget for Euro 2008 SA was set up according to the new financial structure of UEFA and the new purchase order system was introduced and implemented.

Human resources

By the end of December 2005, the headcount of Euro 2008 SA stood at approximately 40 staff members working mainly on EURO 2008, plus 12 staff members working mainly for UEFA Events. We expect the total number of employees to rise to 300 employees by 2008.

Communication and PR

A communication concept has been elaborated and ongoing contacts with the media and diverse PR activities are being implemented.

The first official EURO 2008 event on 7 June 2005 was the launch of the official UEFA EURO 2008™ logo in Vienna, and both the event and the logo were generally well received by the football family and the host countries.

On 20 August, the official website, www.euro2008.com, developed and operated by UEFA Media Technologies SA, was launched.

Host cities

Starting in April, several meetings were held with the Austrian and Swiss host cities in order to present and discuss ideas for cooperation. The host city charter was presented to the host cities. It is expected to be signed by all host cities in spring 2006.



Stadiums

All stadium contracts (Basle, Zurich, Berne, Geneva, Vienna, Klagenfurt, Salzburg and Innsbruck) have been formally signed by the stadium owners and the ÖFB/SFV and have been subsequently ratified by UEFA.

Euro 2008 SA's venue operations unit, together with the tournament offices, has started the process of preparing the stadiums and stadium owners for the tasks ahead. Workshops have taken place with these groups in Switzerland and Austria in order to clarify and explain the organisational requirements in more detail.

All parties are now working on the preliminary allocation of all target groups' requirements according to the specificities of each stadium.

In order to clarify the net capacities of each stadium, early simulations will be carried out where temporary seating is due to be installed in order to determine if all the proposed seats will be acceptable for sale.

Appointment of official accommodation agency

At the beginning of the year, Euro 2008 SA launched the procedure for appointing a central accommodation agency which will primarily render accommodation services to our pre-defined target groups. After a detailed bid procedure involving seven candidates, Euro 2008 SA appointed the Swiss-based travel agency Kuoni Travel Ltd. as the accommodation agency for EURO 2008.

Official team hotels and training centres

Since the beginning of the year, UEFA Events, in cooperation with the two tournament offices, has been sourcing potential team hotels. There will be a choice of approximately 40 team hotels split in equal quantity over the two countries.

The sourcing of training centres began during the summer, with the objective of finding one or two potential training centres per team hotel, and should be concluded by summer 2006 at the latest.

Public safety & security

Public safety and security strategies were elaborated by official experts for both countries. Switzerland and Austria are cooperating closely on this issue in order to create the best possible conformity in concepts and measures between the two host countries.

Our tournament offices in Berne and Vienna are in close contact with the official authorities.

In autumn 2005, a common paper was signed by the official representatives of the two host countries in charge of public safety and security, thereby giving the two countries a common conceptual framework in this matter.

Ticketing

A ticketing strategy concept was initiated in May 2005 with a strong focus on improving the service to different target groups and achieving overall improvements. An internal ticketing group was appointed to elaborate the strategy and the final discussions took place in September. The ticketing strategy was approved by the Board of Euro 2008 SA and is ready for implementation.

UEFA Events

In January and February, the unit's main activities concentrated on the organisation of the Meridian Cup in Turkey, followed by the European Futsal Championship in Ostrava (Czech Republic).

The month of April was mainly dedicated to the organisation of the final tournament of the European Under-17 Championship in Italy and the Futsal Cup final, the latter being staged in two matches on a home-and-away basis.

The big events in May were of course the UEFA Cup final on 18 May in Lisbon and the UEFA Champions League final on 25 May in Istanbul. Also in May, the final of the Women's Cup was played over two legs, home and away.

In June, the final tournament of the European Women's Championship was organised in England, followed immediately by the UEFA Regions' Cup final phase in Poland, the Under-19 Championship final round in Northern Ireland and the European Women's Under-19 Championship in Hungary. The three final tournaments all took place during the month of July.

In August, the UEFA Super Cup match and the season kick-off events, including the gala dinner, were staged in Monaco.

The unit was also active in the preparations of the different draws for the competitions organised by UEFA.



FINLAND
ARMENIA
AZERBAIJAN
KAZAKHSTAN

GROUP B
FRANCE
ITALY
UKRAINE
SCOTLAND
LITHUANIA
GEORGIA
FAROE ISLANDS

BOSNIA-HERZEGOVINA
HUNGARY
MOLDOVA
MALTA

CZECH REPUBLIC
GERMANY
SLOVAKIA
REPUBLIC OF IRELAND
WALES
CYPRUS
SAN MARINO

RUSSIA
ISRAEL
ESTONIA
FYR MACEDONIA
ANDORRA

SWEDEN
SPAIN
DENMARK
LATVIA
ICELAND
NORTHERN IRELAND
LIECHTENSTEIN

BULGARIA
SLOVENIA
ALBANIA
BELARUS
LUXEMBOURG

Outlook

EURO 2008 qualifying draw

The organisation of the EURO 2008 qualifying draw is at full speed. The kick-off meeting took place in August 2005. The organisation involves staff from Euro 2008 SA, UEFA, UEFA Marketing & Media Management and UEFA Media Technologies SA. The draw takes place on 27 January 2006 in Montreux.

Ticketing

An invitation to tender as ticketing software provider was launched in collaboration with UEFA Media Technologies SA and a company is expected to be appointed by end of February 2006. Stadium assessments will be undertaken in order to evaluate and define the ticket categories and other variables.

Communication and PR

The official EURO 2008 newsletter will be presented at the beginning of 2006 and will be published on a quarterly basis. Various events to promote and inform on the status of the preparations will be held in the coming months.

UEFA Events

The UEFA events unit is currently busy with preparations for the two club competition finals as well as for the European Under-21 Football Championship in 2006 and 2007 and the youth final tournaments. It is also assisting with the organisation of the EURO 2008 qualifying draw and the 2nd UEFA "unite against racism" Conference in Barcelona, both taking place in early 2006.

