



WE ARE **ECA**

ANNUAL REPORT 2016/17





**LEADING THE WAY FOR
FOOTBALL CLUBS IN EUROPE**

SEASON 2016/17

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WE ARE
FOOTBALL 01



FOREWORD FROM THE ECA CHAIRMAN

Dear ECA Members and Friends of Football,

As this will be my last foreword for our annual report as chairman of the European Club Association, I would like to pause for a moment to look back on ten intense, successful, and good years. Since 2008, since the day we founded ECA, we have changed European Club Football. We can be proud of what we have achieved in cooperation with FIFA and UEFA: All of our players are now insured for all international fixtures and the clubs now receive compensation when their professionals participate in a World Cup or European Championship. The clubs now have two seats on the UEFA Executive Board and are thus involved in scheduling the international match calendar and other vital decisions concerning the clubs. Above all, ECA Member Clubs enjoy greater harmony and solidarity.

ECA calls itself 'The Voice of the Clubs', and I think nowadays we can say with confidence: ECA is indeed the voice of the clubs in European football. On these grounds, I think this is the right time to pass on the responsibility. I have always believed this office should only be held for a limited amount of time. My withdrawal from office, which I declared during the Board Meeting in Madrid, expresses my sincerity concerning this issue. I would like to take the opportunity to thank each and every one of you for taking part in this matchless process. I have appreciated our co-operative style of working and also, that we have always made every effort to make decent decisions in favour for all of us.

Now, back to business: This past season saw a heavy focus on the discussions relating to the 2018-21 UEFA Club Competition Cycle. We spoke at length about it throughout the entire season and it has taken real effort and a strong will to get to where we are today.

We all have our opinions on the way in which the reforms were communicated. Again, it was not ideal and has led to very critical views. Critical views, which, in my opinion, were not always justified. Hence, I was happy that at our last General Assembly in Athens we managed to put things in perspective and understand in more detail the rationale behind the changes, with all the effects the reform has both on sporting and financial grounds. I believe everyone will agree when I say that the Champions League reform does not represent a revolution, but rather an evolution. An evolution, which brings benefits to European club football as a whole.

But now we must look ahead and, as you know, we initiated some important structural changes, which, without doubt, will help to further develop European club football moving forward.

Recently, the Executive Board decided to launch a new internal

consultation platform, the so-called PEC Meetings. The main objective is to have a more regular exchange of views and opinions with all ECA Member Clubs. The initial PEC sessions which took place over the summer, and which mostly focused on the 2021-24 club competition cycle, were very well received by all participants. I am confident that these meetings will have a strong and positive impact as they contribute to a wider involvement of all clubs in ECA's decision-making process.

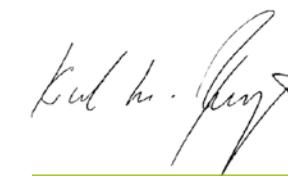
We were also happy to announce important news relating to clubs' involvement in UEFA's decision-making bodies. With the establishment of the UEFA Club Competitions SA, we have one more very important platform to make the clubs' voice heard and more importantly ensure real influence in decision-making: ECA is now acting as a partner to UEFA in developing and fully exploiting the possibilities that exist for European club competitions. It is a major break-through in the relationship with UEFA, which is further cemented by the inclusion of two ECA representatives as full members with voting rights in the UEFA Executive Committee. As you can see, we are moving quickly in the right direction and, having said that, I am convinced that under the leadership of the new UEFA President, Aleksander Čeferin we will continue along this path and manage to strengthen our constructive collaboration based on mutual respect and unity with UEFA even further.

The above just touches upon a few of the developments that took place over the past season. Therefore, I invite you to take the time to leaf through this annual report, which gives you the full overview of what has happened over the past 12 months.

As we enter a new ECA Membership cycle with the 2017/18 season, allow me to thank you all for your contribution and input over the past two seasons. A lot has happened and, yet again, we can be very proud of our achievements.

With this in mind, I look forward to another exciting and interesting membership cycle!

I wish you all the very best for the new season.



Karl-Heinz Rummenigge
ECA Chairman

GENERAL SECRETARY'S REPORT



Dear ECA Members,

Looking back over the 2016/17 season it is clear that it has been a defining one for the future direction of European Club Football. The reform process for the 2018-21 UEFA Club Competition Cycle, together with the major breakthroughs linked to club involvement in the decision-making process, have led to the establishment of a solid basis for a healthy future, both from a financial and institutional perspective. Nine years have passed since ECA's creation in 2008 and we are still in a position to announce new developments and improvements for European Club Football year-by-year. We are known to be a persistent stakeholder with a strong will to make things happen. In some cases, we even harvest the fruits of work that began many years ago. We never rest on our laurels. The 2016/17 season has proven no different.

Traditionally, this Annual Report reflects on the past season, summarising everything that happened and outlining all decisions of relevance. Some of the main topics and events in 2016/17 can be summarised as follows:

UEFA CLUB COMPETITIONS 2018-21

Much of the discussions over the past season centred on the future format of UEFA's club competitions. In light of the upcoming 2018-21 UEFA Club Competition Cycle, the UEFA Executive Committee decided to introduce changes to the club competition concept to allow for an increase in the sporting and commercial value. Whilst

the format for the Champions League and Europa League remains unchanged and both competitions remain open to clubs from all associations, the main amendments concern the access list and the revenue distribution system. In order for the Champions League to retain its position as the best club competition in the world, the introduction of these changes was an important and necessary step. Overall, I believe the entire European Club Football community should be satisfied with the solution found. A solution, which stands for unity, stability and solidarity, and which represents an unprecedented financial success.

GOVERNANCE

Following the decision of the UEFA Congress in March 2015 to ratify a proposal to allow stakeholder representation in the UEFA Executive Committee, UEFA have now officialised the inclusion of two club executives as full members with voting rights. ECA Chairman Karl-Heinz Rummenigge and ECA Executive Board Member Andrea Agnelli, who since September 2015 have already been attending the UEFA Executive Committee Meetings as 'co-opted' members, are now on an equal footing with the national association representatives. This development is another milestone in the relationship between UEFA and the clubs and a strong message of inclusiveness, transparency and democracy. To date, the inclusion of stakeholder representatives in the supreme decision-making body of an international sports federation is unique and, hence, will hopefully serve as an example for sports governing bodies around the world.

In addition to the ECA representation in the UEFA Executive Committee, the clubs are now also directly participating in the decision-making process relating to UEFA's club competitions. The creation of the UEFA Club Competition SA will give clubs a direct say in all decisions linked to business matters relating to Europe's club competitions, as this new UEFA subsidiary will be equally managed and controlled by ECA and UEFA representatives. The company is up and running and will be very busy over the next few months, in light of the upcoming 2018-21 UEFA Club Competition Cycle.

PEC MEETINGS

Recently, a new consultation platform for ECA Members has also been established, the so-called 'PEC Meetings'. Launched at the General Assembly in Athens by our Chairman, the idea behind this initiative is to offer ECA Member Clubs an additional opportunity to share their views and exchange ideas on current ECA dossiers. In the future, decisions on important matters will only be taken after getting a thorough understanding of the member clubs' positions and gathering their feedback. The first PEC Meetings have taken place across Europe over the summer marking the kick-off of the consultation process for the 2021-24 club competition cycle. Feedback from the participants received so far has been very positive, which is very encouraging.

CLUB MANAGEMENT PROGRAMME

The first edition of the ECA Club Management Programme (CMP) has successfully concluded and celebrated its first cohort of graduates! We are extremely proud of this unique programme that has brought together 40 ECA Club representatives for an 18-month study trip across Europe to learn about successful club management. I take the opportunity to thank all club members that have appeared as guest speakers to share their personal thoughts and ideas during one of the six sessions, which made this programme a truly practical learning experience for the participants; knowledge sharing among member clubs remains a key asset of ECA. Given the great success of the first edition, number two is already underway and I can only encourage all member clubs to consider applying for the second edition - the application process is now open!

WORKSHOPS

As we continue to act as a knowledge-sharing platform for our member clubs, the past season has seen several ECA Workshops taking place. A workshop on Club History & Museums, bringing together club curators and museum directors, was organised at Old Trafford in Manchester. The first-ever joint ECA-UEFA Legal Workshop for club lawyers took place at Orange Vélodrome in Marseille. Both events were attended by more than 50 participants and have again highlighted the importance of knowledge sharing among member clubs. In addition, the ECA Legal Workshop series kicked off with inaugural sessions in Romania and Norway. More regions will be visited throughout the 2017/18 season.

As you can see, the past year was yet again a busy one and I look back on it with a lot of satisfaction. I am particularly pleased with the spirit within our Association. There is no hiding from the fact that the whole 2018-21 reform process was a major challenge for ECA. Of course, diverging opinions always exist. Actually, in my opinion, they are important to eventually reach the best possible decision or solution. The reform process was a challenging one in the sense that, at first, it seemed impossible to satisfy everyone. Regardless, over time, we managed to find solutions and adaptations to the overall concept that make it acceptable for European Club Football as a whole. I would like to thank all member clubs for their trust in our Executive Board and ECA in general. If we continue along this path, we will certainly announce further important developments for European Club Football very soon.

Following this General Assembly, our focus will quickly turn to a very important milestone in ECA's history, namely our Association's 10th anniversary in 2018! I already look forward to celebrating our Association's success story with all of you for what will be a very special and celebratory 20th General Assembly in Rome!

In the meantime, I wish you all a great 2017/18 season!

Michele Centenaro
ECA General Secretary

ECA MEMBERS 2016/17

220

member clubs in total

106

ordinary members

114

associated members

NEW MEMBERS 2016/17

New Ordinary Members:



New Associated Members:



CHANGE IN MEMBERSHIP STATUS 2016/17

Ordinary Member > Associated Member:



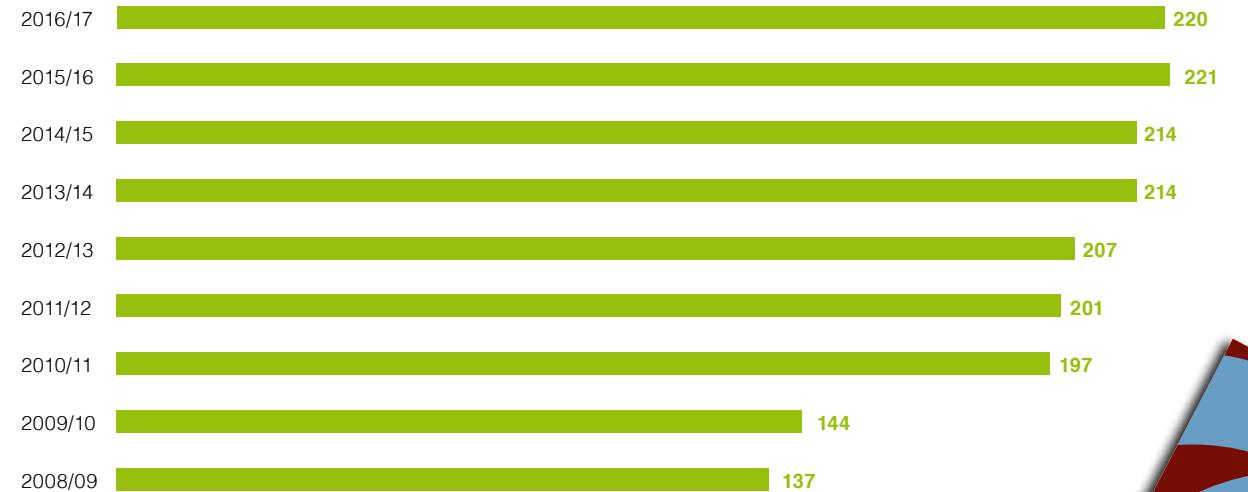
Associated Member > Ordinary Member:



MEMBERSHIP LOSS 2016/17



MEMBERSHIP DEVELOPMENT



SPAIN**ORDINARY MEMBERS**

-  Real Madrid CF
-  FC Barcelona
-  Club Atlético de Madrid
-  Valencia CF
-  Sevilla FC

ASSOCIATED MEMBERS

-  Athletic Club
-  Málaga CF
-  Real Sociedad de Fútbol
-  Villarreal CF

ITALY**ORDINARY MEMBERS**

-  Juventus
-  SSC Napoli
-  AC Milan
-  FC Internazionale Milano

ASSOCIATED MEMBERS

-  AS Roma
-  ACF Fiorentina
-  UC Sampdoria
-  Udinese Calcio

ECA MEMBERS
2016/17

ENGLAND**ORDINARY MEMBERS**

-  Chelsea FC
-  Arsenal FC
-  Manchester United FC
-  Manchester City FC
-  Tottenham Hotspur FC
-  Liverpool FC*

ASSOCIATED MEMBERS

-  Aston Villa FC
-  Everton FC
-  Leicester FC
-  Newcastle United FC

* Liverpool FC is granted Ordinary Membership by the ECA Statutes as it won more than five international cups in its history.

PORTUGAL**ORDINARY MEMBERS**

-  SL Benfica
-  FC Porto
-  Sporting Clube de Portugal
-  Sporting Clube de Braga

ASSOCIATED MEMBER

-  Marítimo da Madeira Futebol

GERMANY**ORDINARY MEMBERS**

-  FC Bayern München
-  FC Schalke 04
-  Borussia Dortmund
-  Bayer 04 Leverkusen
-  VfL Wolfsburg

ASSOCIATED MEMBERS

-  Borussia VfL 1900 Mönchengladbach
-  Eintracht Frankfurt
-  Hamburger SV
-  Hannover 96
-  SV Werder Bremen
-  VfB Stuttgart

FRANCE**ORDINARY MEMBERS**

-  Paris Saint-Germain FC
-  Olympique Lyonnais
-  Olympique de Marseille
-  LOSC Lille

ASSOCIATED MEMBERS

-  AS Monaco FC
-  AS Saint-Étienne
-  FC Girondins de Bordeaux
-  Montpellier Hérault Sport Club
-  Stade Rennais FC

RUSSIA**ORDINARY MEMBERS**

-  FC Zenit St. Petersburg
-  FC Rubin Kazan
-  PFC CSKA Moskva

ASSOCIATED MEMBERS

-  FC Lokomotiv Moskva
-  FC Spartak Moskva
-  FC Rostov

BELGIUM**ORDINARY MEMBERS**

-  RSC Anderlecht
-  Club Brugge
-  KRC Genk

ASSOCIATED MEMBERS

-  KAA Gent
-  R. Standard de Liège

GREECE**ORDINARY MEMBERS**

-  Olympiacos FC
-  PAOK FC
-  Panathinaikos FC

ASSOCIATED MEMBERS

-  Atromitos FC
-  Asteras Tripolis FC

UKRAINE**ORDINARY MEMBERS**

-  FC Shakhtar Donetsk
-  FC Dynamo Kyiv
-  FC Chornomorets Odesa

ASSOCIATED MEMBER

-  FC Dnipro Dnipropetrovsk

SWITZERLAND**ORDINARY MEMBERS**

-  FC Basel 1893
-  BSC Young Boys
-  FC Sion

ASSOCIATED MEMBERS

-  FC Thun
-  FC Zürich
-  Grasshopper-Club Zürich

CZECH REPUBLIC**ORDINARY MEMBERS**

-  FC Viktoria Plzeň
-  AC Sparta Praha
-  FC Slovan Liberec

ASSOCIATED MEMBERS

-  FK Teplice
-  SK Slavia Praha

NETHERLANDS**ORDINARY MEMBERS**

-  AFC Ajax
-  PSV Eindhoven
-  AZ Alkmaar

ASSOCIATED MEMBERS

-  BV Vitesse
-  FC Twente
-  FC Utrecht
-  Feyenoord Rotterdam
-  sc Heerenveen

TURKEY**ORDINARY MEMBERS**

-  Fenerbahçe SK
-  Trabzonspor AŞ
-  Beşiktaş JK

ASSOCIATED MEMBERS

-  Bursaspor Kulübü
-  Galatasaray AS

ROMANIA**ORDINARY MEMBERS**

-  FC FCSB
-  Astra Giurgiu

ASSOCIATED MEMBER

-  CS Pandurii Târgu Jiu

ASSOCIATED MEMBER

-  CFR 1907 Cluj

AUSTRIA**ORDINARY MEMBERS**
 FC Red Bull Salzburg

 FK Austria Wien
ASSOCIATED MEMBERS
 SK Rapid Wien

 SK Sturm Graz
**CROATIA****ORDINARY MEMBERS**
 GNK Dinamo

 NK Rijeka
ASSOCIATED MEMBER
 HNK Hajduk Split
**CYPRUS****ORDINARY MEMBERS**
 APOEL FC

 Apollon Limassol FC
ASSOCIATED MEMBERS
 Anorthosis Famagusta FC

 AC Omonia Nicosia
**POLAND****ORDINARY MEMBERS**
 Legia Warszawa SA

 KKS Lech Poznań
ASSOCIATED MEMBERS
 Ruch Chorzów SA

 Wisła Kraków SA

 WKS Śląsk Wrocław
**ISRAEL****ORDINARY MEMBERS**
 Hapoel Tel-Aviv FC

 Maccabi Tel-Aviv FC
ASSOCIATED MEMBERS
 FC Bnei-Yehuda

 Maccabi Haifa FC
**BELARUS****ORDINARY MEMBERS**
 FC BATE Borisov

 FC Dinamo Minsk
ASSOCIATED MEMBER
 FC Shakhtyor Soligorsk
**DENMARK****ORDINARY MEMBERS**
 FC København

 Esbjerg FB
ASSOCIATED MEMBERS
 Aalborg BK

 Brøndby IF

 FC Nordsjælland

 FC Midtjylland

 Odense BK
**SCOTLAND****ORDINARY MEMBERS**
 Celtic FC

 Motherwell FC
ASSOCIATED MEMBERS
 Aberdeen FC

 Heart of Midlothian FC

 Rangers FC
**SWEDEN****ORDINARY MEMBERS**
 Malmö FF

 IF Elfsborg
ASSOCIATED MEMBERS
 AIK Solna

 Djurgårdens IF

 IFK Göteborg

 Helsingborgs IF
**BULGARIA****ORDINARY MEMBERS**
 PFC Ludogorets Razgrad

 PFC Levski Sofia
**NORWAY****ORDINARY MEMBERS**
 Rosenborg BK

 Molde FK
ASSOCIATED MEMBERS
 Lillestrøm SK

 Vålerenga IF

 Viking FK

 Strømsgodset Toppfotball
**SERBIA****ORDINARY MEMBERS**
 FK Partizan

 FK Crvena Zvezda
ASSOCIATED MEMBER
 FK Vojvodina
**SLOVENIA****ORDINARY MEMBERS**
 NK Maribor

 NK Olimpija Ljubljana
ASSOCIATED MEMBER
 NK Domžale
**AZERBAIJAN****ORDINARY MEMBER**
 Qarabag Agadam
ASSOCIATED MEMBERS
 PFC Neftchi

 AZAL PFC Baku
**SLOVAKIA****ORDINARY MEMBER**
 SK Slovan Bratislava
ASSOCIATED MEMBERS
 AS Trenčín

 MFK Ružomberok

 MŠK Žilina
**HUNGARY****ORDINARY MEMBER**
 Videoton FC
ASSOCIATED MEMBERS
 Budapest Honvéd FC

 Ferencvárosi TC

 Debreceni VSC
**KAZAKHSTAN****ORDINARY MEMBER**
 FK Aktobe
ASSOCIATED MEMBERS
 FC Irtysh Pavlodar

 FK Shakter Karaganda

 FC Astana
**MOLDOVA****ORDINARY MEMBER**
 FC Sheriff
ASSOCIATED MEMBERS
 FC Zimbru Chişinău

 FC Dacia Chişinău


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GEORGIA
ORDINARY MEMBER



FC Dinamo Tbilisi

FINLAND
ORDINARY MEMBERS



HJK Helsinki

ASSOCIATED MEMBER

FC Inter Turku

ICELAND
ORDINARY MEMBER



FH Hafnarfjörður

ASSOCIATED MEMBERS

Keflavík FC

KR Reykjavík

BOSNIA-HERZEGOVINA
ORDINARY MEMBER



FK Željezničar

ASSOCIATED MEMBERS

FK Sarajevo

NK Široki Brijeg

LIECHTENSTEIN
ORDINARY MEMBER



FC Vaduz

F.Y.R. MACEDONIA
ORDINARY MEMBER



FK Rabotnički

ASSOCIATED MEMBERS

KF Shkëndija Tetovo

FK Vardar

REPUBLIC OF IRELAND
ORDINARY MEMBER



Shamrock Rovers FC

ASSOCIATED MEMBER

Saint Patrick's Athletic FC

MONTENEGRO
ORDINARY MEMBER



FK Budućnost Podgorica

ASSOCIATED MEMBER

FK Zeta

ALBANIA
ORDINARY MEMBER



FK Kukësi

ASSOCIATED MEMBERS

KF Vllaznia Sh.a.

KF Tirana

LUXEMBOURG
ORDINARY MEMBER



F91 Dudelange

ASSOCIATED MEMBER

CS Grevenmacher

NORTHERN IRELAND
ORDINARY MEMBER



Linfield FC

ASSOCIATED MEMBERS

Cliftonville FC

Crusaders FC

Glentoran FC

LITHUANIA
ORDINARY MEMBER



FK Žalgiris

ASSOCIATED MEMBER

FK Sūduva

LATVIA
ORDINARY MEMBER



FK Ventspils

ASSOCIATED MEMBER

Skonto FC

MALTA
ORDINARY MEMBER



Valletta FC

ASSOCIATED MEMBER

Birkirkara FC

ESTONIA
ORDINARY MEMBER



FC Levadia Tallinn

ASSOCIATED MEMBER

FC Flora Tallinn

FAROE ISLANDS
ORDINARY MEMBER



HB Tórshavn

ASSOCIATED MEMBERS

B36 Tórshavn

EB/Streymur

NSÍ Runavík

WALES
ORDINARY MEMBER



The New Saints FC

ASSOCIATED MEMBER

Bangor City FC

ARMENIA
ORDINARY MEMBER



FC Pyunik

ASSOCIATED MEMBER

FC Banants

ANDORRA
ORDINARY MEMBER



FC Santa Coloma

ASSOCIATED MEMBER

UE Sant Julià

SAN MARINO
ORDINARY MEMBER



SP Tre Penne

ASSOCIATED MEMBERS

SS Murata

SP Tre Fiori

ECA EXECUTIVE BOARD 2016/17



Karl-Heinz Rummenigge
FC Bayern München | GER
ECA Chairman

Executive Board Member since 2008

- Member UEFA Executive Committee
- Member UEFA Events SA Board



Pedro López Jiménez
Real Madrid CF | ESP
ECA Vice-Chairman

Executive Board Member since 2013

- Deputy Chairman UEFA Club Competitions SA Board
- Member UEFA Club Competitions Committee
- Member FIFA Stakeholders Committee
- Member EU Social Dialogue Committee



Evgeni Giner
PFC CSKA Moskva | RUS
ECA Vice-Chairman

Executive Board Member since 2010

- Member UEFA Professional Football Strategy Council



Edwin Van der Sar
AFC Ajax | NED
Board Member

Executive Board Member since 2013

- Chairman ECA Youth Working Group
- Member FIFA Stakeholders Committee



Michael Verschuereen
RSC Anderlecht | BEL
Board Member

Executive Board Member since 2013

- Member UEFA Club Competitions SA Board
- Member UEFA Club Competitions Committee



Josep Maria Bartomeu
FC Barcelona | ESP
Board Member

Executive Board Member since 2014

- Member UEFA Professional Football Strategy Council
- Member UEFA Club Competitions Committee



Edward Woodward
Manchester United FC | ENG
Board Member

Executive Board Member since 2015

- Chairman ECA Marketing & Communications Working Group
- Member UEFA Club Competitions Committee



Ivan Gazidis
Arsenal FC | ENG
Board Member

Executive Board Member since 2012

- Member ECA Statutory Affairs Panel
- Member UEFA Professional Football Strategy Council
- Member FIFA Stakeholders Committee



Dariusz Mioduski
Legia Warszawa | POL
Board Member

Executive Board Member since 2015

- Member UEFA Club Competitions SA Board
- Member UEFA Club Competitions Committee



Peter Lawwell
Celtic FC | SCO
Board Member

Executive Board Member since 2014

- Member UEFA Club Competitions Committee



Andrea Agnelli
Juventus | ITA
Board Member

Executive Board Member since 2012

- Member UEFA Executive Committee
- Member UEFA Club Competitions Committee



Jean-Michel Aulas
Olympique Lyonnais | FRA
Board Member

Executive Board Member since 2008

- Chairman ECA Finance Working Group
- Chairman ECA Women's Football Committee
- Member ECA Financial Fair Play Panel
- Member EU Social Dialogue Committee



Nasser Al-Khelaifi
Paris Saint-Germain FC | FRA
Board Member

Executive Board Member since 2016

- Member UEFA Professional Football Strategy Council
- Member UEFA Club Competitions Committee



Aki Riihilahti
HJK Helsinki | FIN
Board Member

Executive Board Member since 2015

- Member UEFA Club Competitions Committee

THANK YOU UMBERTO & THEO

Further to the announcement of his appointment as Chief Executive Officer at AS Roma, former AC Milan Director and ECA Vice-Chairman, Umberto Gandini could not be withheld as member of the UEFA PFSC and the ECA Executive Board (due to AS Roma's status as ECA Associated Member). The ECA Executive Board decided to appoint Paris Saint-Germain FC Chairman and CEO, Nasser Al-Khelaifi, as ECA representative on the UEFA Professional Football Strategy Council (PFSC). Consequently, Nasser Al-Khelaifi took up a seat on the ECA Executive Board for the remaining period of the 2015-17 ECA Membership Cycle.

Umberto Gandini was 1st Vice-Chairman of the organisation and has greatly influenced ECA's development since its creation in 2008.

The ECA Executive Board would like to warmly thank him for his contribution and commitment and wish him all the best in his new challenge at AS Roma.

The ECA Executive Board would also like to thank Theodore Giannikos, former Olympiacos FC Vice-President, who left the ECA Executive Board at the beginning of 2017 to take on a new challenge at FIFA. Thank you for your continuous support and invaluable input and best of luck for your new role at FIFA, Theo!





WE ARE
INVOLVED **03**

MESSAGE FROM THE UEFA PRESIDENT

Teamwork is crucial in football. This rings true on the field of play, but also outside of it, where it is necessary to work hand in hand in order to reach common goals which benefit the development of our game in Europe.

When I was elected UEFA President, one of my priorities was to ensure that UEFA and ECA had a strong relationship, one based on trust and mutual understanding. We may have faced some challenges, but we worked through them and I am pleased that we now see eye to eye on most major issues.

Over the last year, there have been some important milestones. We have solidified our cooperation with the inclusion of ECA representatives on the UEFA Executive Committee and with the creation of the new UEFA Club Competitions company, UEFA and clubs now work hand in hand on business matters for the best performance and the future of our club competitions.

These measures were crucial since I believe that by sitting at the same decision-making tables and sharing our views openly and honestly, we make football stronger. It is the only way we can succeed in tackling important matters like competitive balance, which could threaten the future of our competitions. By speaking with one voice we will be louder and will be successful in reaching our goals, I am confident of this.

There are, of course, a number of other areas where we can work together more closely. We must join forces to fight all the evils that threaten our sport, such as violence, doping, corruption, discrimination and match-fixing, but we must also cooperate to develop women's football in Europe.

I am looking forward to continuous fruitful cooperation with your Chairman, your Board Members and Member Clubs. I am convinced that, thanks to our strong partnership, we will achieve some remarkable feats together.

Aleksander Čeferin
UEFA President



ECA REPRESENTATIVES JOIN THE UEFA EXECUTIVE COMMITTEE

In April 2017, the 41st Ordinary UEFA Congress in Helsinki unanimously approved changes to the UEFA Statutes, which officialise the inclusion of two club representatives in the UEFA Executive Committee as full members with voting rights.

These statutory changes follow the decision of the UEFA Congress in March 2015 to ratify a proposal to allow stakeholder representation in the UEFA Executive Committee. This proposal formed part of the renewed Memorandum of Understanding between ECA and UEFA. Since September 2015, ECA Chairman Karl-Heinz Rummenigge (FC Bayern München) and ECA Executive Board Member Andrea Agnelli (Juventus) had been attending the UEFA Executive Committee as 'co-opted' members.

This decision is a major achievement for ECA and a strong statement of UEFA's commitment to modern and dynamic governance models. Most importantly, it is an unequivocal acknowledgement of the clubs' importance and contribution to the European game. Moreover, it underlines and further strengthens the excellent relationship and cooperation between ECA and UEFA.



“ The inclusion of club representatives as full members in the UEFA Executive Committee is an important and fair measure that will give even more weight to European club football in the future. Clubs are the basis of football and will now be directly involved in the decision-making process within UEFA. We welcome this decision very much and look forward to productive and serious cooperation with the representatives of UEFA.”

Karl-Heinz Rummenigge
ECA Chairman

UEFA CLUB COMPETITIONS SA ESTABLISHED



Following the incorporation of the UEFA Club Competitions SA, the Board of Administration of the company held its first official meeting in June 2017.

The UEFA Club Competitions SA is a subsidiary company of UEFA, which will deal exclusively with European club competitions and be equally managed and controlled by ECA and UEFA representatives. Half of the members of the Board are appointed by UEFA and the other half by ECA.

The purpose of the Company is to provide professional services to UEFA in order to ensure that the commercial rights to the UEFA Club Competitions are managed and exploited in the most efficient and effective manner.

More precisely, UCC SA's role is to advise and make recommendations to the UEFA Club Competitions Committee on strategic business matters and opportunities for its consideration before being referred up to the UEFA Executive Committee for approval, such as:

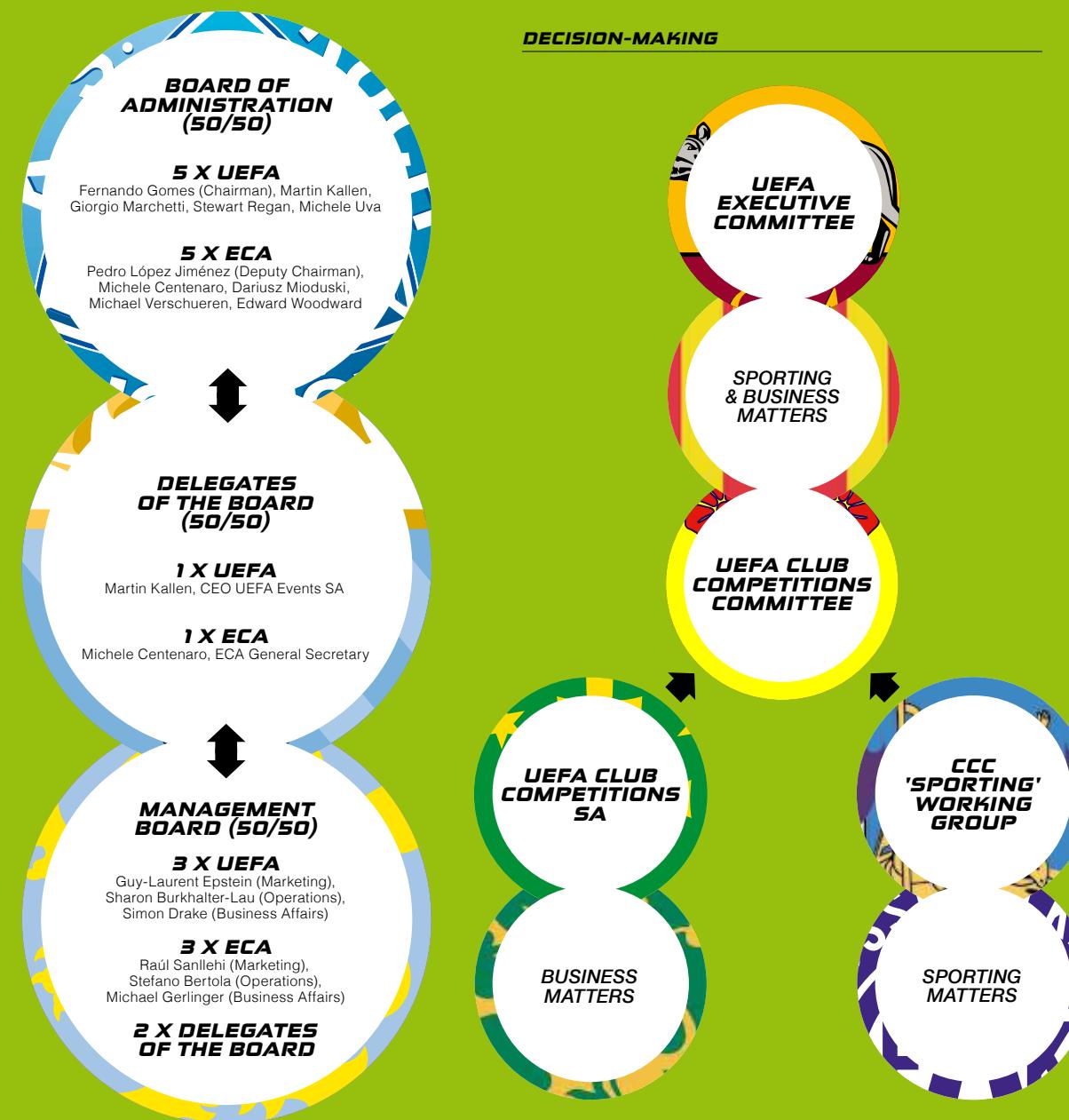
- Marketing: the exploitation of marketing rights including media, sponsorship, licensing
- Operations: the operational plan including staging, management and operations and cost allocations
- Business affairs: rights framework and protection, regulatory and institutional issues
- Finance: financial competition planning, budgets, forecasts and actuals
- New business opportunities: including those in respect of revenue generation, promotional activities and cost control

The UCC SA does not deal with sporting matters, but only with business matters.

Following the inclusion of two club officials as members of UEFA's Executive Committee, this development is another major breakthrough for clubs in their relationship with the European football governing body.



DECISION-MAKING



NEW ECA CONSULTATION PLATFORM LAUNCHED

Further to the announcement at the ECA General Assembly in Athens, the ECA Executive Board approved the introduction of a new information and consultation platform for ECA Member Clubs, the so-called Platform for Executives' Consultation (PEC).

The main objective of the PEC is to further improve and strengthen communication between the members and the ECA Executive Board, and, consequently, enhance the clubs' involvement in the ECA decision-making process. This platform complements the existing ECA Meetings (i.e. Working Groups, Subdivision Meetings) and aims at bringing together top executives from all ECA Member Clubs in small groups and in an informal setting. Each PEC Meeting is attended by at least one ECA Board Member, who will subsequently report the clubs' input to the Executive Board.

As part of the consultation process leading up to the ECA General Assembly in September, five PEC Meetings were organised between June and August in Munich, Rome, Copenhagen, Moscow and Belgrade respectively. For this initial series of PEC Meetings, the main topic of discussion was the 2021-24 UEFA Club Competition Cycle. The interest shown in this initiative is remarkable and underlines that there was a need to launch such a platform.

The ECA Executive Board is pleased with the high number of participants who have attended these initial sessions and would like to thank all present members for their active participation and valuable input.



INAUGURAL MEETING OF THE FIFA FOOTBALL STAKEHOLDERS COMMITTEE



FIFA held its inaugural meeting of the FIFA Football Stakeholders Committee in March 2017, bringing together confederations, member associations, leagues and clubs, as well as former players to discuss relevant issues in the game.

The meeting was chaired by FIFA Vice President and CONCACAF President, Victor Montagliani and the present representatives discussed a broad spectrum of issues including: the establishment of a task force to improve the international transfer system; potential improvements that could be made to the future International Match Calendar; and the transformation of FIFA Club Licensing from a strict regulatory

instrument into a principle-based professionalisation programme. ECA was represented by Ivan Gazidis (Arsenal FC), Umberto Gandini (AS Roma) and Edwin van der Sar (AFC Ajax). ECA welcomes the commencement of such a committee after what can be considered a constructive first meeting that has strengthened the relationships between FIFA and relevant stakeholders.

ECA REPRESENTATION ON UEFA AND FIFA COMMITTEES

Through the emergence of the UEFA Club Competitions SA and important structural changes at FIFA, the composition of various committees with club representation at UEFA and FIFA level have been reshuffled. ECA remains fully involved and represented in all bodies, which deal with matters affecting the professional club game.

UEFA EXECUTIVE COMMITTEE

The UEFA Executive Committee is UEFA's supreme executive body.

UEFA PROFESSIONAL FOOTBALL STRATEGY COUNCIL

The UEFA Professional Football Strategy Council comprises elected representatives of the four main stakeholder groups involved in European professional football: the clubs (ECA), the leagues (EPFL), the players (FIFPro Division Europe) and UEFA. The body discusses issues of strategic importance for professional football in Europe and advises the UEFA Executive Committee accordingly.

UEFA CLUB COMPETITIONS COMMITTEE

The UEFA Club Competitions Committee discusses issues relating to UEFA's club competitions, such as the UEFA Champions League and the UEFA Europa League. Amongst others, the committee draws up recommendations regarding

possible modifications to the existing competitions and to the regulations governing these competitions and proposes models for the distribution of club competition revenue. Eventually, the committee submits advice, proposals and recommendations to the UEFA Executive Committee.

UEFA CLUB COMPETITIONS SA BOARD

The UCC SA is a subsidiary company of UEFA where half of the members of the Board are appointed by UEFA, and the other half by ECA. UCC SA's role is to advise and make recommendations to the UEFA Club Competitions Committee on strategic business matters and opportunities for its consideration before being referred up to the UEFA Executive Committee for approval.

FIFA FOOTBALL STAKEHOLDERS COMMITTEE

The Football Stakeholders Committee advises and assists the FIFA Council on all matters relating to football, particularly the structure of the game, as well as on all technical matters. The committee also deals with the relationship between clubs, players, leagues, member associations, confederations and FIFA, as well as with issues relating to the interests of club football worldwide.

FIFA PLAYERS' STATUS COMMITTEE

The Players' Status Committee (PSC) sets up and monitors compliance with the Regulations on the Status and Transfer of Players and determines the status of Players for various FIFA competitions. Its powers of jurisdiction are governed by the Regulations on the Status and Transfer of Players.

ECA REPRESENTATION ON UEFA AND FIFA COMMITTEES 2016/17



WE ARE
MOVING ON 04

NEW CONCEPT APPROVED FOR UEFA CLUB COMPETITIONS 2018-21

In August 2016, the UEFA Executive Committee approved some amendments to the UEFA Club Competitions for the cycle 2018-21, starting from the 2018/19 season. The ECA Executive Board unanimously endorsed the changes, which aim at addressing the need for increased sporting value to keep up the interest in the competition from fans and media alike. Both competitions, the Champions League and Europa League, will remain open to clubs from all associations, which is a key component for unity in European club football.

WHY DOES THE UEFA CHAMPIONS LEAGUE NEED A CHANGE?

- Group stage is showing signs of a declining trend in competitiveness
- Risk of negative impact on media interest
- Positioning as 'best of the best' challenged by a declining quality
- With no changes, high risk of revenue stagnation or decline especially if combined with unfavourable market conditions

WHAT ARE THE KEY REQUIREMENTS FOR CLUBS?

- To increase sporting quality
- To maximise commercial success
- To keep both competitions open to all national associations
- To maintain the UCL champions path

WHAT WILL NOT CHANGE?

- The UEFA Champions League will continue to have a 32-team group stage leading to a 16-club knockout phase and the UEFA Europa League remains at 48 teams
- Retention of Champions and League route of qualifying to the UEFA Champions League, ensuring that clubs from all associations can enter through their domestic leagues and qualify for both competitions

WHAT WILL CHANGE?

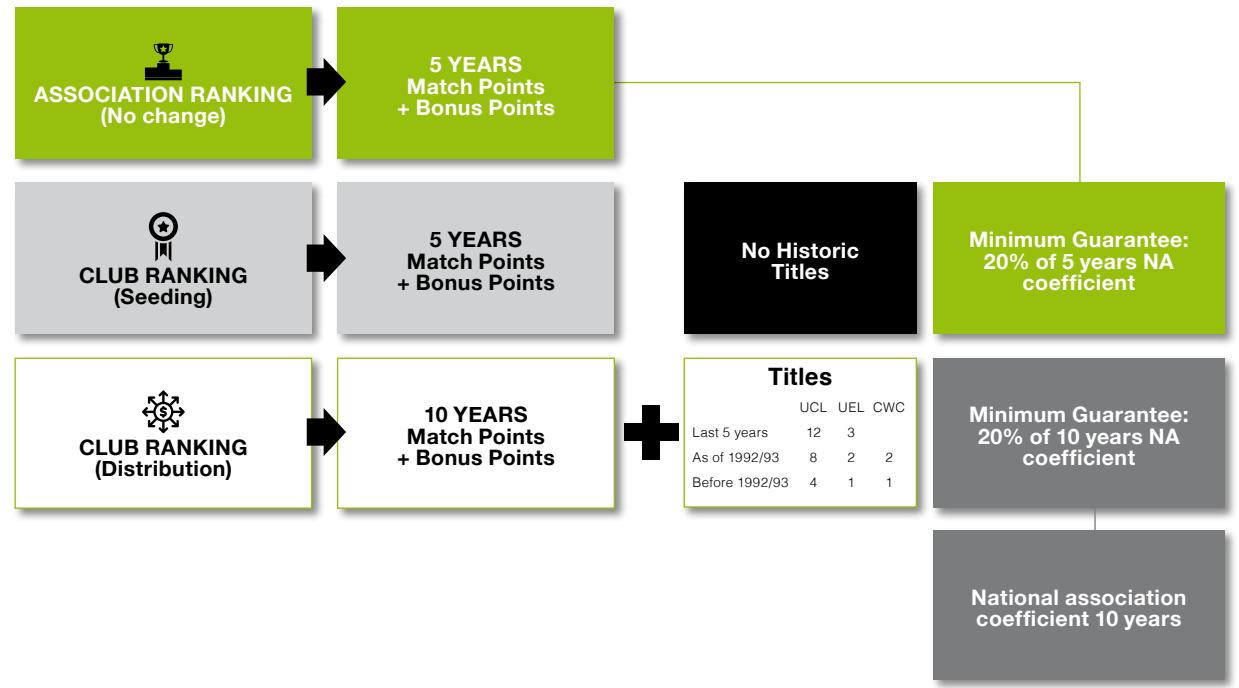
- New access list
- New coefficient system
- New distribution system
- New UCL kick-off times

NEW ACCESS LIST

- The UEFA Europa League winners will automatically qualify for the UEFA Champions League group stage
- The top four clubs from the four top-ranked national associations will now qualify automatically for the group stage of the UEFA Champions League
- No association will have one team less in the line-up
- Ten (+1) associations will have direct access to the UCL group stage
- Five teams maximum in UCL group stage per association (as today)

NEW COEFFICIENT SYSTEM

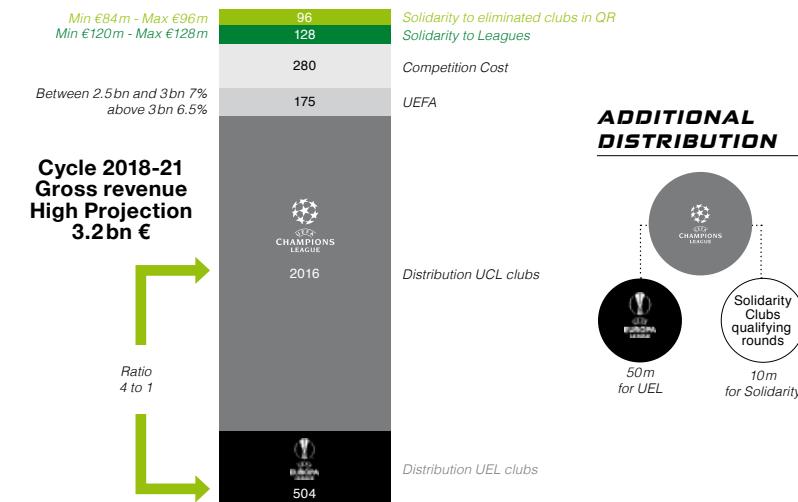
- Distinction between club ranking for seeding (five years) and distribution (ten years)
- Clubs will be judged on their own records (deletion of the country share for individual club coefficient unless that coefficient is lower than 20% of the association's coefficient)
- Historical success in the competition will also be acknowledged in coefficient calculation for distribution ranking (points for previous European titles with a weighted system for UEFA Champions League and UEFA Europa League titles)



NEW DISTRIBUTION SYSTEM

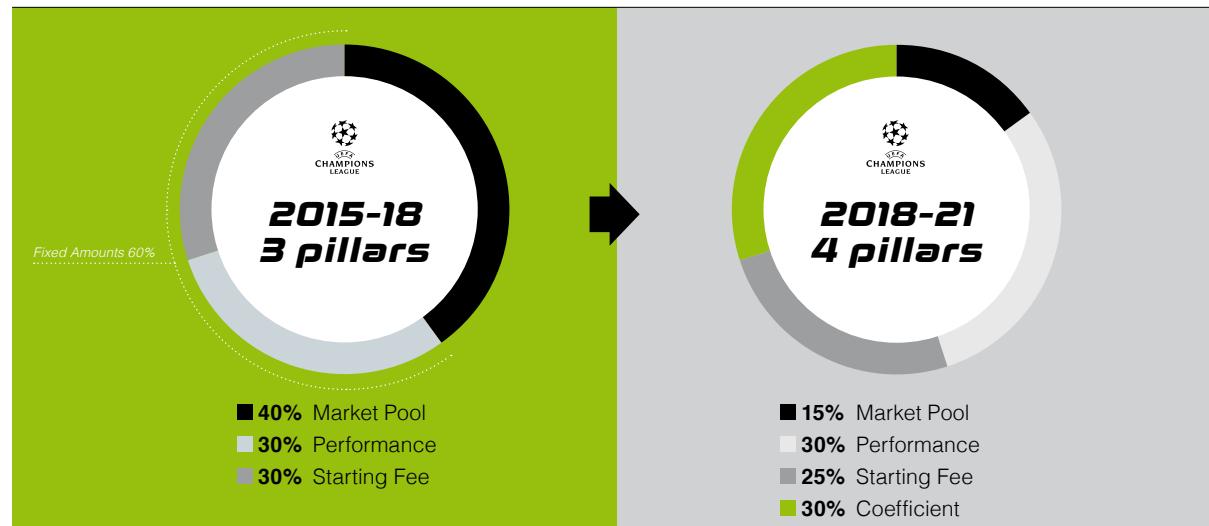
- Financial distribution to clubs will be increased significantly for both competitions
- The new distribution system shifts weight from Market Pool (purely based on financial power of the markets) to Club Coefficient (based on 10-year club sporting performances)
- Coefficient counterbalances Market Pool which only rewards financial performance of markets unrelated to sporting performance of clubs

OVERVIEW OF COSTS, SOLIDARITY AND DISTRIBUTION (BASED ON REVENUE PROJECTION)

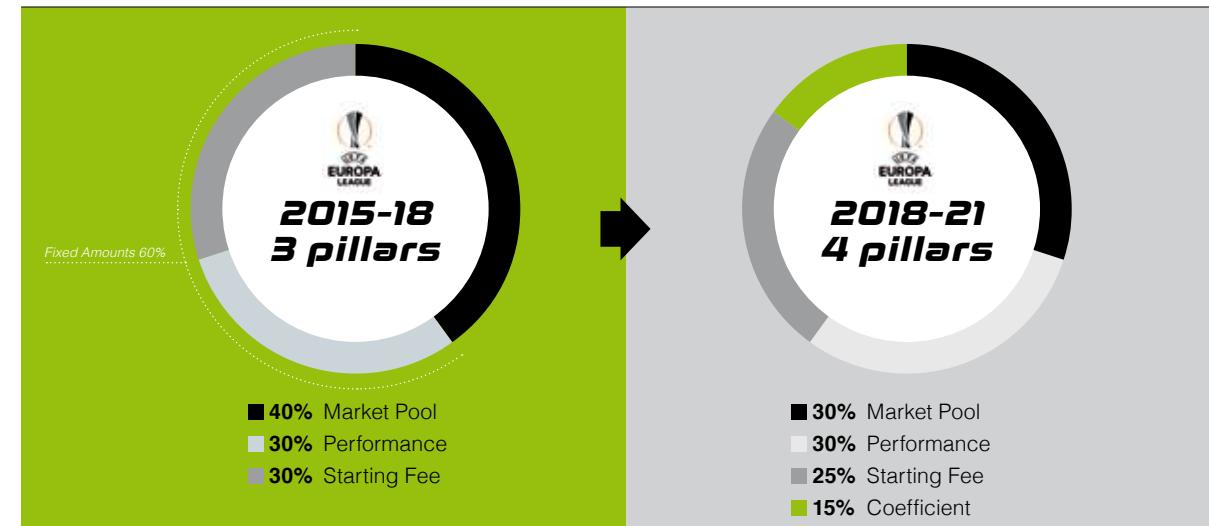


New cycle format (2018-21)

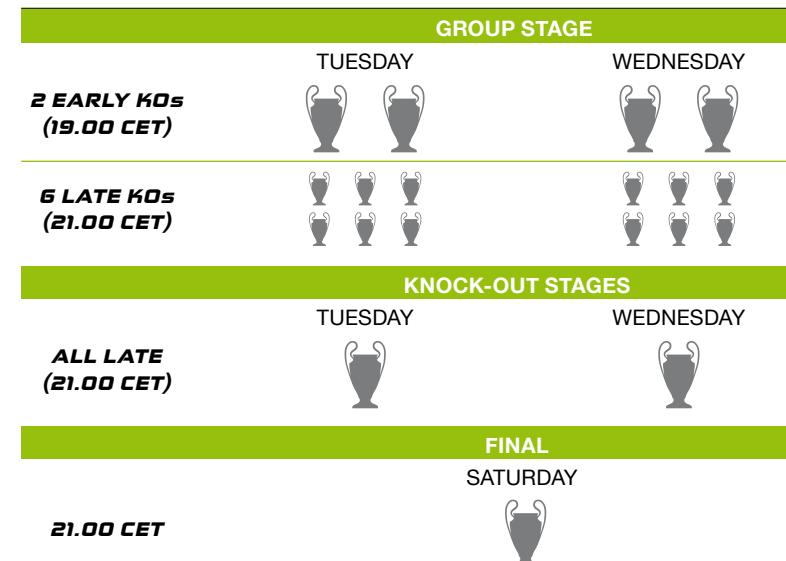
NEW DISTRIBUTION SYSTEM - UEFA CHAMPIONS LEAGUE



NEW DISTRIBUTION SYSTEM - UEFA EUROPA LEAGUE



NEW UCL KICK-OFF TIMES



“The new concept that has been adopted by the UEFA Executive Committee is not a revolution; it is an evolution. An evolution that was long overdue and which we all welcome.”

Karl-Heinz Rummenigge
ECA Chairman

ECA-UEFA MARKETING TASK FORCE AGREES ON CHANGES TO 2018-21 REGULATIONS

Over the 2016/17 season, a Marketing Task Force composed of experts from both ECA Member Clubs and UEFA was created in order to review the competition regulations from a commercial and club media perspective for the 2018-21 competition cycle.

The creation of this Task Force is a response to the rapid development of the digital/social media landscape over the past years and the clubs' demand to adapt the regulations, in particular the club media rights guidelines, to this new reality. Moreover, the clubs highlighted that club rights in UEFA competitions are in some cases less beneficial than what they get from their domestic leagues. In summary, the clubs managed to find reasonable solutions with UEFA on all discussion points. The main agreed principles include:

- Shorter and consistent embargos for club media use
- Introduction of provisions for social media
- Improved access to pre-/post-match content for club media
- Opportunity to have branded club apparel

The clubs can be very satisfied with the overall outcome, which will offer them more commercial and club media opportunities. The agreed positions will be integrated in the regulations, which will enter into force for the start of the 2018/19 season. ECA would like to thank everyone involved in the process, in particular the five ECA Representatives Vinai Venkatesham (Arsenal FC), Hemen Tseayo (Manchester United FC), Begoña Sanz (Real Madrid CF), Mark Koevermans (Feyenoord) and Stefan Mennerich (FC Bayern München) for their invaluable contribution and persistence in defending the clubs' positions.

OVER SIX HUNDRED EUROPEAN CLUBS RECEIVE UEFA EURO 2016 BENEFITS

In accordance with the 2012 Memorandum of Understanding between ECA and UEFA, a total of €150m from the UEFA EURO 2016 revenues was made available to clubs for their significant contribution to the success of the UEFA EURO 2016 and national team football in general.

In total, 641 European clubs from 54 national associations received a share of the benefits. This represents a further increase in beneficiaries (+11.5%) compared to the distribution relating to the UEFA EURO 2012 for which 575 clubs received payments.

With €150m available, €50m was set aside for clubs which released players for the EURO qualifiers during the 2014/15 and 2015/16 season, while the remaining €100m was shared among clubs which

released players for the final tournament. A leftover from the UEFA EURO 2012 (€744'937) was added to the amount for the qualification phase.

In accordance with the detailed distribution mechanism agreed between ECA and UEFA, clubs received an amount per player released for each qualifying match, and a fixed amount per player for each day the player was present at the final tournament in France.

The top 10 clubs entitled to benefit from solidarity payments from UEFA EURO 2016 are represented in the table below.

For UEFA EURO 2020, the agreed amount to be distributed among the clubs is set at 8% of the gross revenues of the event with a minimum guarantee of €200m.

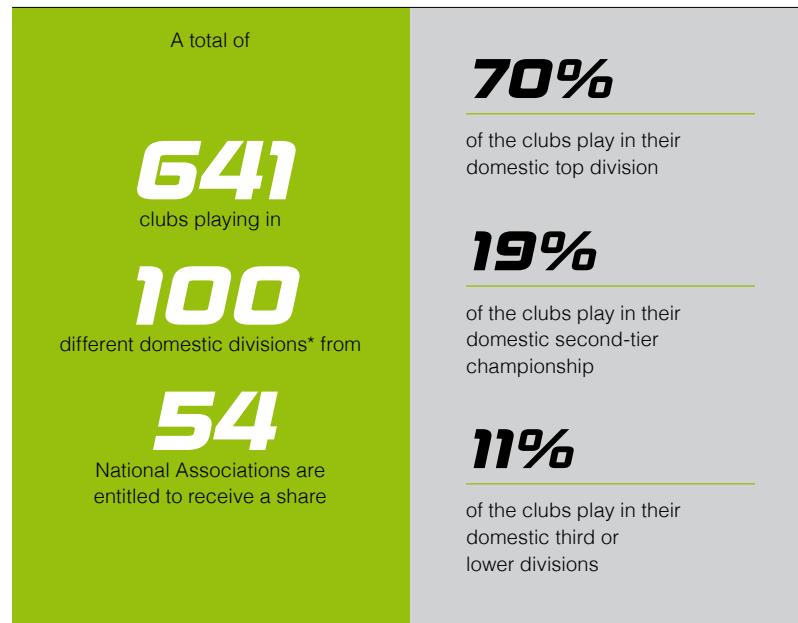
For the full list of clubs, the total amount by each club and details of the distribution mechanism, visit the ECA website: www.ecaeurope.com.

Clubs	Total Amount	EURO Qualifiers	Final Tournament
Juventus	€ 3'484'875.38	€ 361'005.25	€ 3'123'870.13
Liverpool FC	€ 3'394'511.33	€ 386'340.10	€ 3'008'171.23
Tottenham Hotspur FC	€ 3'066'138.48	€ 368'908.02	€ 2'697'230.46
Manchester United FC	€ 2'997'731.85	€ 416'200.28	€ 2'581'531.56
FC Bayern München	€ 2'898'339.94	€ 345'733.10	€ 2'552'606.84
Real Madrid CF	€ 2'524'835.57	€ 471'180.21	€ 2'053'655.36
Arsenal FC	€ 2'463'222.34	€ 409'566.98	€ 2'053'655.36
FC Barcelona	€ 2'352'693.90	€ 335'194.44	€ 2'017'499.46
AS Roma	€ 2'124'904.29	€ 317'109.08	€ 1'807'795.21
Southampton FC	€ 2'094'099.34	€ 351'384.75	€ 1'742'714.59

AMOUNT AVAILABLE FOR DISTRIBUTION TO THE CLUBS



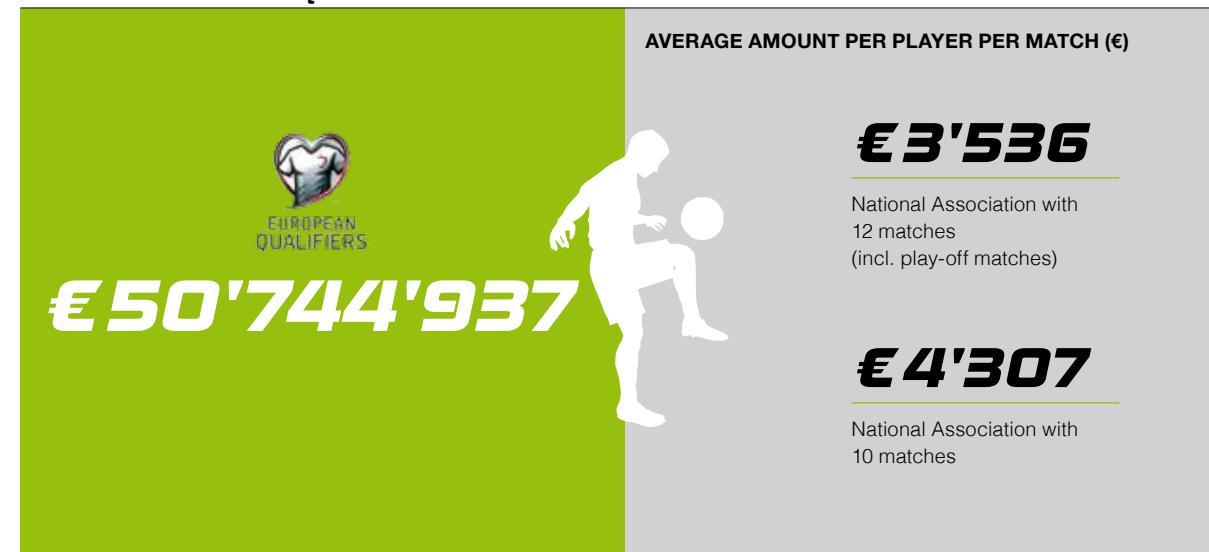
NUMBER OF CLUBS ELIGIBLE TO RECEIVE A SHARE



“Clubs are investing substantial resources in the development of players, who contribute to the sporting and financial success of national team football. Therefore, it is important and fair to recognise and reward the clubs for the release of their players. ECA is pleased that a serious agreement was found with UEFA, which benefits so many clubs from across Europe.”

Karl-Heinz Rummenigge
 ECA Chairman

DISTRIBUTION MODEL – QUALIFICATION PHASE



DISTRIBUTION MODEL – FINAL TOURNAMENT



*The division in which the club plays in the 2016/17 season is taken as a reference

ECA WOMEN'S FOOTBALL COMMITTEE CONTINUES TO MAKE ITS VOICE HEARD



The ECA Women's Football Committee (WFC), chaired by ECA Executive Board Member Jean-Michel Aulas, engaged actively with UEFA and FIFA over the past season to ensure that the clubs' positions are taken into account at the highest level.

Notably, WFC Vice-Chairwoman, Linda Wijkström has met with the newly appointed FIFA Chief Women's Football Officer, Ms. Sarai Bareman. Amongst other things, discussions focused on recent activities by FIFA with regards to the future direction of women's football and its direct effect on club football and the international match calendar. The Women's International Match Calendar remains the main priority item for the WFC as an improved balance with national team competitions must be found to allow for a better promotion of Women's club football. Whilst lots of promotional activities and campaigns



are in place to support the women's game at national team level, the WFC calls on FIFA and UEFA to also leverage on club football to help promote the women's game. Women's club football enjoys growing popularity in Europe and clubs can play an important and effective role in the promotion and development of women's football as a whole.

ECA FINANCIAL FAIR PLAY PANEL AND UEFA START CONSULTATION PROCESS

In June 2017, a meeting took place at the UEFA Headquarters between representatives from the ECA Financial Fair Play (FFP) Panel and the UEFA FFP Department.

The meeting served to kick-off the consultation process on a possible evolution of the objectives of the current Club Licensing & Financial Fair Play Regulations and the technical amendments in relation thereto. UEFA and the FFP Panel agreed that the current FFP rules, as introduced in 2009, led to significant positive results, particularly in terms of reduced

aggregated losses and the financing of clubs. Both parties expressed their willingness to discuss the possibility of using FFP as a tool to address new strategic themes by adding new objectives on top of the existing FFP scheme. Further meetings will be held in the second half of 2017 to intensify the discussions.

ECA LOBBYING EFFORTS ONGOING IN BRUSSELS



ECA continues to engage actively and directly with the main decision-makers within the EU dealing with sports matters.

Amongst others, ECA's efforts at EU level over the past season included:

- Supporting the EU in its work on Good Governance: the Executive Board committed ECA to the EU Good Governance pledge and ECA's views on Good Governance were presented at the EU Sports Forum in March 2017, which included a symbolic poster signing ceremony
- Continued and regular contact at all levels of the European Commission both at political and technical levels to discuss on-going matters of interest including good governance, the transfer system, intermediary regulations and developments relating to policy initiatives linked to the Single Digital Market
- Continued dialogue and exchange of views and experience with other like-minded sports organisations including Euroleague Basketball, Forum Club Handball and the Alliance of European Hockey Clubs



- Extensive lobbying efforts to ensure the latest European Parliament report on sports adopted a text, which takes on board club views on matters of interest. The final report was adopted in February 2017 and included calls for greater stakeholder involvement in governing bodies' decision-making structures
- Active participation in events organised by the European Parliament Sports Intergroup, including outlining ECA's position on the transfer system at a special conference in June 2017
- Active engagement with the rapporteur of the upcoming Council of Europe report on "Good Football Governance" to outline ECA views on many topics of interest being addressed. ECA General Secretary, Michele Centenaro addressed members of the Council of Europe at a dedicated hearing in May 2017 in Paris
- Contributing to the EU Social Dialogue Working Groups: several follow-up visits for the implementation of the Autonomous Agreement took place in Serbia, Montenegro, Bosnia-Herzegovina, Malta, Georgia, Romania, Kazakhstan and Slovakia respectively, while the Labour Relations Working Group focuses on finding solutions at European level to the hurdles created by the implementation of the FIFA Regulations on Working with Intermediaries at national level

FIRST EDITION OF THE ECA CLUB MANAGEMENT PROGRAMME SUCCESSFULLY CONCLUDED

In January 2016, 40 club representatives embarked on a long and exciting journey taking them across Europe to learn about the wide and complex spectrum of how to run a football club. 18 months and six dedicated two-day sessions later, the first ever edition of the ECA Club Management Programme (CMP) has successfully concluded with a graduation ceremony at Warsaw's Royal Castle.

ECA is very proud of this unique initiative, the first education programme of its kind, and the contribution of the 40 participants from 31 different countries.

ECA strongly believes in the concept of knowledge sharing amongst member clubs and this programme has served to reiterate that learning from one another's practical experiences is an invaluable asset in the football industry.

The first group of graduates not only expanded on their knowledge of football club management, but also developed a strong professional network of contacts and close friends to go with it. The success of the first edition of the ECA CMP was in large part due to the enthusiastic spirits adopted by the participants.

“The ECA Club Management Programme has been a great success for all who have contributed to and participated in the sessions. Knowledge sharing is a key pillar of ECA and this programme has created the ideal platform for ECA Member Clubs to engage in this.”

Michele Centenaro
ECA General Secretary

ECA would like to thank everyone who has participated in the course, as well as the clubs that have hosted ECA CMP sessions at their prestigious stadiums. ECA would also like to extend its gratitude to Stockholm Business School and LTT Sports, which have been the key partners in the venture, for their invaluable support in the creation and production of the ECA CMP.

After what has been a productive and successful first edition of the ECA CMP, ECA is looking forward to kicking off the second edition in autumn 2017. More information regarding the next edition of the programme and the application procedure is now available on the dedicated ECA CMP website: www.eca-cmp.com.

The deadline to apply for the second edition of the programme is 15 September 2017.



THE ECA CMP EDITION 1 JOURNEY

Session 1
LEADERSHIP & STRATEGY
Allianz Arena, Munich





Session 2
SPORTS ACTIVITIES
 Grand Stade, Lyon

Session 3
BUSINESS ACTIVITIES
 Estadio do Dragão, Porto





Session 4
COMMUNITY ACTIVITIES ▼
Jan Breydel Stadium, Brugge

Session 5
CLUB OPERATIONS ▼
Estadio Santiago Bernabéu, Madrid





ECA CMP GRADUATION CEREMONY
Royal Castle, Warsaw



Session 6
CLUB ENVIRONMENT
Marshal Józef Pilsudski Stadium, Warsaw



POCKET SIZE VERSION OF ECA CLUB MANAGEMENT GUIDE NOW AVAILABLE

Following the success of the first edition of the ECA Club Management Guide, a second updated pocket size edition is now available for purchase.

The Club Management Guide was first published in 2015 with the aim to provide an in-depth study of the daily business activities of a football club by sharing various club methods, offering to current and future club officials real-life examples from different areas of club management. This publication is unique since it is a mixture of practical experiences and theoretical approaches to football club management, focusing on a club's core activities, environment and strategies offering the reader an overview of different aspects of successful modern football club management. The pocket size version of the guide can be ordered by sending an email to: admin@ecaeurope.com.





WE ARE
KNOWLEDGE **006**

MUSEUM EXPERTS GATHER FOR 1ST ECA CLUB HISTORY AND MUSEUMS WORKSHOP

ECA held its first Workshop on Club History and Museums on 15 May 2017 at the home of Manchester United Football Club, Old Trafford. The event saw museum directors and curators from clubs across Europe discuss the challenges and opportunities they face in the museum area of football club management.

As the football industry becomes increasingly more competitive, it is important for clubs to recognise and promote the culture and history that makes their individual clubs unique. This, along with the club museum being identified as an important and often underutilised revenue stream that enhances the fan experience, has led to growing interest in creating and developing such museums. With this in mind, ECA organised a workshop to enhance and encourage knowledge sharing on this area of football business.

55 club representatives were in attendance, representing no less than 36 clubs from 15 different national associations. Speakers at the event included representatives from some of the most iconic clubs in Europe, such as FC Barcelona, Manchester United FC, Juventus, AS Roma, FC Porto and KKS Lech Poznań. Topics of discussion focused on the importance of addressing the balance between the commercial benefit of a museum and creating a platform to display the history and identity of the club to visitors. Other case studies provided insights into the ways in which technology can be used at club museums in order to further enhance the fan experience.



ECA KICKS OFF REGIONAL LEGAL WORKSHOP SERIES



ECA officially kicked off its Legal Workshop series in Romania, with a second session in Norway, bringing together several clubs from the respective countries to discuss the latest legal developments in European club football.

As the football business is becoming ever more juridical, it is important for professional clubs to be fully up-to-date with the latest developments at international regulatory level and to understand how such developments at FIFA, UEFA and the Court of Arbitration for Sport (CAS) impact the club's day-to-day business and decision-making.

Against this background, and with the aim of enhancing and sharing the knowledge of clubs across Europe, ECA launched a series of practical legal workshops in order to discuss the latest legal and regulatory developments in club football, including, but not limited to, the various regulations directly affecting transfer and employment policies. Topics on the agenda are carefully selected by ECA's Legal Department based on questions received from the respective clubs, and participants have the opportunity to discuss any legal questions they may have. Further workshops will be organised across Europe during the 2017/18 season.

ECA MEMBER CLUBS CONTRIBUTE TO 3RD ESSMA STADIUM SUMMIT

The third annual ESSMA Summit took place at the newly built Parc Olympique Lyonnais from 16–18 January 2017. This year again, ECA was actively involved in the organisation of the event as official partner, alongside the European Professional Football Leagues (EPFL) and the International Centre for Sport Security (ICSS).

Organised by the European Stadium and Safety Management Association (ESSMA), the main purpose of the Summit is to allow experts from the stadium business to gather and exchange best practices and know-how on the latest trends in the industry, notably on fan entertainment, safety and security, management and commercial exploitation, as well as pitch management.

For three days, the venue, home of ECA Member Club Olympique Lyonnais, hosted 350 delegates, which included many ECA Member Clubs representatives, professionals from the stadium industry, as well as representatives from other clubs, leagues, national associations and other sports. ECA Member Clubs actively contributed to the success of the event, notably thanks to the presentations of Olympique Lyonnais, Arsenal FC, Olympique Lyonnais, Malmö FF, Ferencvárosi TC, FC Bayern München, FK Austria Wien, Feyenoord Rotterdam and HNK Rijeka.

On the occasion of the event, the latest ESSMA case study, specifically focused on Fan Entertainment, was launched. This publication includes a dedicated section highlighting the results of the ECA-ESSMA Fan Entertainment Survey that was circulated among all ECA Member Clubs. ECA would like to thank all members who took the time to participate in the survey. The ESSMA Fan Entertainment case study is available on the ECA Website: www.ecaeurope.com.

The next edition of the ESSMA Summit will be held at the Aviva Stadium in Dublin in January 2018.

FIRST RESULTS OF ECA YOUTH ACADEMIES STUDY REVEALED

ECA is committed to the continued development of youth football across Europe and, in accordance with ECA's key pillar of knowledge sharing, has produced a study detailing the practices of Youth Academies at ECA Member Clubs.

The study was the biggest ever survey conducted by ECA, with participants from 123 clubs from 42 different national associations. It was sanctioned by the ECA Youth Academies Task Force, which was formed with the aim to develop a set of common good practices for youth academies of European clubs. The objective of the study was to provide an overview of these practices and establish recommendations for the future direction of youth academies at member clubs.

Some of the key findings of the study can be summarised as follows:

- Whilst 90% of participating clubs indicate that they have a defined youth academy strategy, only 71% utilise Key Performance Indicators to measure their success
- Nearly 60% of respondents do not look beyond four years in the future planning of youth academies
- The team coach of individual age groups is the decision-maker on the content of training sessions in 69% of cases, and on the playing style in 44% of cases
- Player welfare issues at youth level need to be considered as for example, social media training for youth players, is provided by only half of participating clubs and nearly 40% of clubs do not have a feedback mechanism for parents or guardians

A full presentation of the results will be made at the forthcoming ECA Youth Conference.



91% Yes
9% No



84% Yes
16% No



71% Yes
29% No



EUROPEAN CLUBS DOMINATE AFRICA CUP OF NATIONS PLAYER RELEASE ANALYSIS

Given the great number of players released by European Clubs, and as for every major national team tournament, ECA conducted research highlighting the number and origin of clubs involved in releasing players for the 31st edition of the Africa Cup of Nations held in Gabon beginning of 2017.

ORIGIN OF PLAYERS RELEASED (BY CONFEDERATION)



- **64.7%** UEFA (238)
- **28.3%** CAF (104)
- **5.4%** AFC (20)
- **0.8%** CONCACAF (3)
- **0.8%** Free Agents (3)

87

Number of players released by ECA Member Clubs (23.6%)

64.7%

Percentage of the Africa Cup of Nations players (238 players from a total of 368) that currently play in one of the European national championships

22

Out of 23 players of the National Team of Guinea-Bissau play in Europe

ORIGIN OF CLUBS RELEASING PLAYERS (BY CONFEDERATION)



- **68.3%** UEFA (172)
- **23.8%** CAF (60)
- **6.7%** AFC (17)
- **1.2%** CONCACAF (3)

57

Number of Africa Cup of Nations players registered with clubs in France

172

Number of European clubs (68.3% of the total number of clubs) involved in the release of players (including 57 ECA Member Clubs)

35

Number of different French clubs releasing players for the tournament

5

Most players released by one European Club (LOSC Lille (FRA))



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FOOTBALL CLUB

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1925

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WE ARE
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1948

SIX ECA MEMBER CLUBS AWARDED FOR GREAT ACHIEVEMENTS

The ECA Awards were introduced in 2010 with the aim to reward outstanding club performances, encourage best practice and highlight successful club management. Similar to previous years, there were two award categories rewarding sporting achievements, namely the European Club of the Year and the Best Sporting Progress Award, and two categories rewarding non-sporting achievements, the Best Community and Social Responsibility Programme and the Best Achievement Award, which this year was dedicated to Women's Football. Additionally, for the first time, a new award category was added, namely the Special Moment Award.



EUROPEAN CLUB OF THE YEAR



Recognised for their outstanding achievements during the 2015/16 season at European and domestic level.



BEST SPORTING PROGRESS



Recognised for their significant progress in European competition during the 2015/16 season.

After having been knocked out of the UEFA Europa League during the qualifying rounds in both 2013/14 and 2014/15, Molde FK managed to qualify to the UEFA Europa League Group Stage in 2015/16. Against all odds, they won their group, which included big names including AFC Ajax, Celtic FC and Fenerbahçe SK and qualified to the Round of 32 for the first time in their history. Faced with eventual winners Sevilla FC, they were unable to reach the Round of 16, despite finishing on a high by winning the return leg at their home ground.

This great performance has allowed the club to make a significant jump in the UEFA Club Coefficient Ranking 2016, from position 164 to 97.



BEST COMMUNITY & SOCIAL RESPONSIBILITY PROGRAMME 2016



Recognised for their successful CSR initiative "PSV United".

'PSV United' was set up in 2011 as a direct response to a growing problem in a neighbourhood of Eindhoven, Mensfort, where vandalism and anti-social behaviour by youngsters was on the rise. Using the unique power and connection of the club with its local community, PSV Eindhoven decided to develop a group-focused educational programme for the youths, using their main interest, the football club, as an instrument to achieve defined objectives.

Based on bi-weekly training sessions, where a 'PSV in the Community Coach' uses football as a tool to address social issues such as health, respect, education and drug awareness and to share positive values, the programme has now expanded to four different neighbourhoods in the city of Eindhoven and reaches out to around 100 youths per season, including a dedicated girls' team.

Over the years, the results have been very positive, with a significant decrease in vandalism resulting in increased security for the local residents and better



integration between the different communities. This is made possible thanks to the continuous involvement of former programme participants throughout the years as lifetime ambassadors, as well as assistant-coaches. For more information: www.psvinthecommunity.nl.

Similar to previous years, the ECA CSR Award Winner was chosen by an independent panel, which was composed of the following members:

- **Peter Gilliéron**
UEFA Executive Committee Member and Chairman of the Committee for Fair Play & Social Responsibility at UEFA
- **Freddie Hudson**
Community Manager at Arsenal FC (ECA CSR Award Winner 2015)
- **Elsbeth Müller**
Executive Director of UNICEF Switzerland



ECA AWARD WINNERS 2010-2016

	EUROPEAN CLUB OF THE YEAR	BEST SPORTING PROGRESS	BEST ACHIEVEMENT	BEST CSR PROGRAMME
2016	 Real Madrid CF ESP	 Molde FK NOR	 ACF Fiorentina ITA	 PSV Eindhoven NED
2015	 FC Barcelona ESP	 FC Dnipro Dnipropetrovsk UKR	 FC Levadia Tallinn EST	 Arsenal FC ENG
2014	 Real Madrid CF ESP	 FC Red Bull Salzburg AUT	 Celtic FC SCO	 Real Madrid CF ESP
2013	 FC Bayern München GER	 Borussia Dortmund GER	 Juventus ITA	 KRC Genk BEL
2012	 Chelsea FC ENG	 APOEL FC CYP	 U.C. Sampdoria ITA	 FC Shakhtar Donetsk UKR
2011	 FC Barcelona ESP	 SC Braga POR	 FK Baku AZE	 Celtic FC SCO
2010	 FC Internazionale Milano ITA	 FC Unirea Urziceni ROM	 FC Porto POR	 Hapoel Tel-Aviv FC ISR



BEST ACHIEVEMENT 2016: WOMEN'S FOOTBALL



For the successful establishment of a professionally affiliated women's football club.

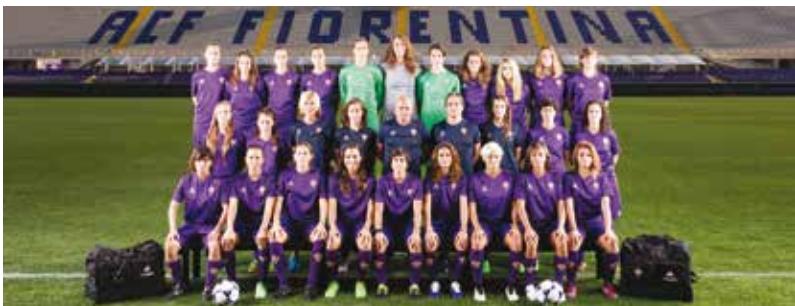
Following the recognition of a Marketing Initiative in 2014 and a Stadium Accessibility Project in 2015, the 2016 Best Achievement Award was dedicated to Women's Football.

Women's football has been high on ECA's agenda ever since the creation of the ECA Women's Football Committee back in 2013. For the past three years, ECA has been committed to promoting women's club football and to establishing a dialogue with the relevant stakeholders at European and global level.



Further to the organisation of a dedicated workshop on the women's game in March 2016, the ECA Executive Board decided to reward an outstanding initiative on the topic with the ECA Best Achievement Award 2016.

In the summer of 2015, ECA Member Club ACF Fiorentina decided to break down barriers and started the first ever professionally affiliated women's football club in Italy, Fiorentina Women's Football Club. For their first season, the newly created club participated in Serie A, the top division for women's football's in Italy, and achieved a great result by finishing third.



SPECIAL MOMENT 2016:



Recognised for the unique atmosphere characterised by respect and fair play created by their supporters during the UEFA Europa League Quarter-Finals in April 2016.

This year, for the first time, the ECA Executive Board decided to create an additional award dedicated to a 'special moment' which marked the 2015/16 club football season. This award aims at highlighting the positive side of football, be it related to a social action or a fair play gesture, which are many times overshadowed by less positive aspects of the game.

The ECA Special Moment Award 2016 rewards the supporters of Liverpool FC and Borussia Dortmund for the unique atmosphere characterised by respect and fair play created during the quarter-final double-header of the 2015/16 UEFA Europa League. The great atmosphere before, during and after each game climaxed in the joint singing of 'You'll never walk alone' (the anthem of both clubs) right before kick-off at Signal-Iduna Park in Dortmund and Anfield Stadium in Liverpool respectively.

ECA SUPPORTS THE 2ND EUROPEAN WEEK OF SPORT



Following the success of the 1st European Week of Sport in 2015, ECA has this year again fully supported the second edition of the European Commission initiative to promote sport and physical activity across Europe.

The European Week of Sport is designed to inspire everyone to #BeActive and brings together individuals, public authorities, the sport movement, civil society organisations and the private sector to discuss ideas and collaborate on initiatives to help increase public participation in sport and physical activity across Europe.

Held during the week of the 10-18 September 2016, this pan-European initiative saw the organisation of activities around sports and physical activity at

all levels including EU, national, regional and local level. Thanks to the great participation of ECA Member Clubs, who endorsed the initiative through their club channels, mainly their website and social media, the 2nd European Week of Sport was yet again a success, reaching millions of football fans worldwide.

ECA would like to thank all the clubs that participated in this initiative by encouraging their fans to engage in a more physically active lifestyle.

ECA MEMBER CLUBS ARE #MORETHANFOOTBALL



For the first time, ECA called on its member clubs to engage actively in a communications campaign linked to the inaugural #Morethanfootball Action Week, an initiative launched by the European Football for Development Network (EFDN) in collaboration with a wide range of European football stakeholders.

The #Morethanfootball Action Week took place from the 30 March - 9 April 2017 and aimed at promoting the social impact that European professional football clubs have in society. Through the use of the hashtag #Morethanfootball all participants of the campaign could communicate their programmes and showcase their CSR activities to the football community, while being part of a joint European campaign. At ECA, we saw the #Morethanfootball Action Week as a unique opportunity to reach a wide audience and communicate the impact of European clubs' CSR Programmes. Many ECA Member Clubs signed up and we would like to thank all of them for making this campaign such a great success.



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