



# Club Advisory Platform

Madrid, 7 May 2019



# Agenda (1)

## **1. Welcome by European leagues and LaLiga**

## **2. UEFA Club Competitions**

1. Analysis of Recent reforms and consequences for European Football
2. The European Leagues model as a response to the reforms

## **3. ECA and European Football**

1. Scenarios post 2024 – A de facto closed league for elite clubs
2. Risks for Leagues
3. Risks for Clubs
4. Who defends the national league competition?



## Agenda (2)

- 4. Fans' perspective on the current discussions in professional football**
  - 5. Panel discussion with clubs representatives;**
  - 6. Open discussion/feedback and proposals from clubs**
  - 7. Final Conclusion and next steps**
- Next Meeting**



Welcome and opening by  
the Presidents of

**European Leagues**  
Lars-Christer Olsson

**LaLiga**  
Javier Tebas



## Roll Call: Clubs/Leagues

**Second meeting of European Leagues Club Advisory Platform:**

**244** Clubs from **38** different countries

**41** Leagues

**309** Participants



# The European Leagues

A gateway to:

## 36 Members and Associate Members

- from 29 European Countries
- Including 19 EU Member States

## Representing 58 Football Divisions

- 29 Premier Divisions
- 20 First Divisions
- 7 Second Divisions
- 2 Third Divisions

## And therefore 990 Professional Football Clubs

- 429 Premier Division Clubs
- 561 Non-Top Tier Division Clubs





# Opening of Club Advisory Platform

**Today is a very important meeting for our collective future.**

**The European Model for all club competitions is at stake.**

**Voice your opinion today!**

**The decision making process has already started.**

**Tomorrow could be too late to react.**



**UEFA has not yet presented much about their ideas post 2024.**

**The ECA concept was revealed in Andrea Angelis' letter.**

**I will comment on this concept now.**

**This is not a modern concept.**

**It is fundamentally the same concept presented by the G14 clubs in the late 1990s.**

**It belongs to history, so let it stay there!**





*"More European football is good for the game (for fans, for society, for cultural, sporting and financial development)"*

**This is exactly what the G14 said in the 1990s.**

**TEAM Marketing supported the concept.**

**We (UEFA) listened and introduced the second group phase in the Champions League.**

**It was a disaster.**

**We took it away for the next cycle.**

**It is wise to know your history when you design your future.**



*"A pyramidal Pan European League System with continuity and opportunity to grow from within."*

**A pyramidal league system means fixed positions for a large majority of the teams inside the system.**

**It will close the qualification path from domestic leagues.**

**It will keep the richest clubs at the top and the less fortunate at the bottom.**

**Building a competition system is not "rocket science".**



“Enhancement of mobility and dynamism across the system through carefully applied promotion and relegation.”

**Mobility and dynamism within the closed system or within pan European football?**

**You cannot have promotion and relegation in a UEFA system if it is to be truly connected to the domestic competitions.**



*"European matches with higher sporting quality and a more competitive environment at all levels."*

**Which levels will be more competitive?**

**Is it the competition between European and domestic football which will increase?**

**Will we end up with a war between UEFA competitions and domestic leagues?**

**Who will win and who will lose in such a war?**



*"An inclusive platform for all clubs, based on sporting meritocracy, not historical privilege."*

**Sporting meritocracy in the UEFA or domestic systems?**

**The ECA concept will give 'European security' for a limited number of rich clubs and nothing at all for the rest of us.**

**A defacto closed league system means historical privilege.**



“Striving to maintain symbiosis with domestic leagues (retaining access and relevance).”

**Striving is not a promise.**

**The entire concept is designed to reduce access.**

**Relevance is most important towards the fans and a defacto closed European League system has no relevance to the fans.**

**The domestic leagues are most relevant to the fans.**

**The fans are our most important allies and without them football is nothing.**



“Open to all – keeping the dream alive.”

**Open to a privileged few – closed to everyone else.**

**There is no dream in the ECA Concept.**

**Let there be no mistake, the dream is being killed.**



*"Progressive and forward looking, not reactionary and preserving a sub-optimal status quo."*

**There is nothing modern in the ECA concept.**

**There is, however, plenty of miscalculated greed.**

**The concept only reminds us of the old G14's greed.**

**The ECA concept belongs to history.**

**Let's keep the concept in the history books together with the story of the G14.**

**Let us today, all together, discuss what is best for the majority of clubs.**





## 2) UEFA Club Competitions



# European Leagues Analysis Evolution of UCC

*Georg Pangl*



On 25 Apr 2019, at 21:24, [REDACTED]  
<[\[REDACTED\]@gmail.com](mailto:[REDACTED]@gmail.com)> wrote:

Many thanks Georg.

I think the meeting is a hugely positive move. All non ECA member clubs have no representation at a European level and are in fact excluded from the processes of change , despite the fact that they (we) are the ones most affected.

Best



## Clubs in Europe – and their voice?



**990 Clubs**



**286 NA-Clubs**



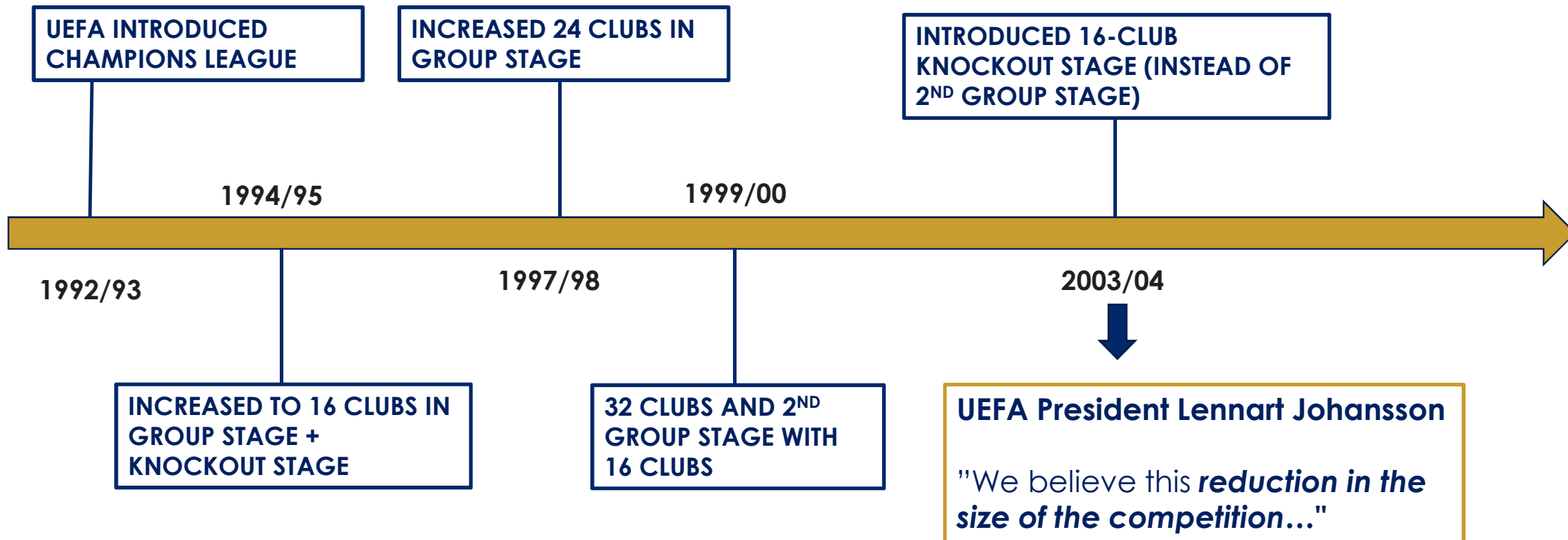
**1'276 Clubs**

*ECA: "...sole, independent body directly representing **109 Member Clubs** and 123 Associated Member Clubs"*

**There is a need for better representation and mutual cooperation between all clubs in Europe...**

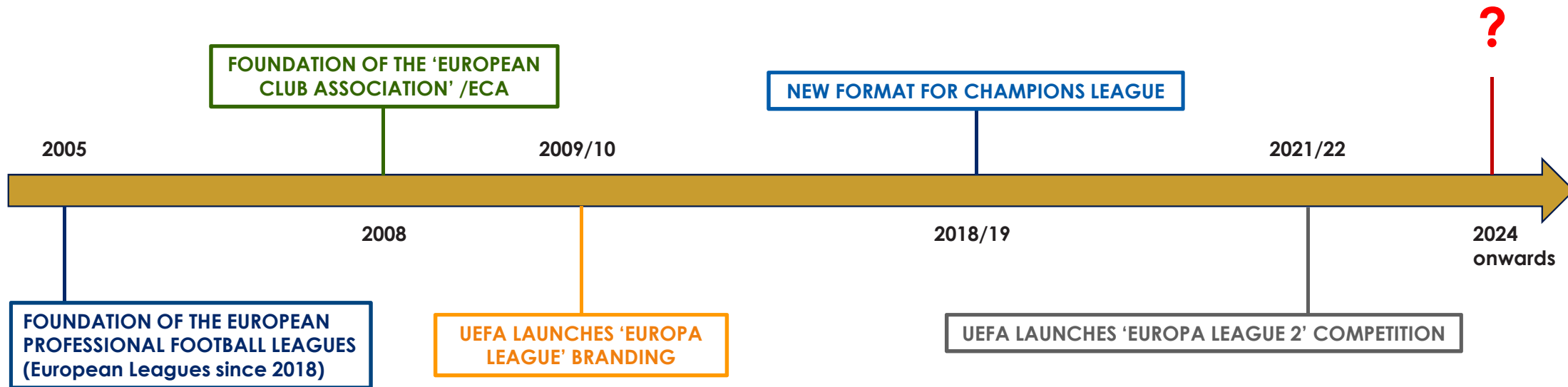


# Evolution in UEFA Club Competitions (1/2)



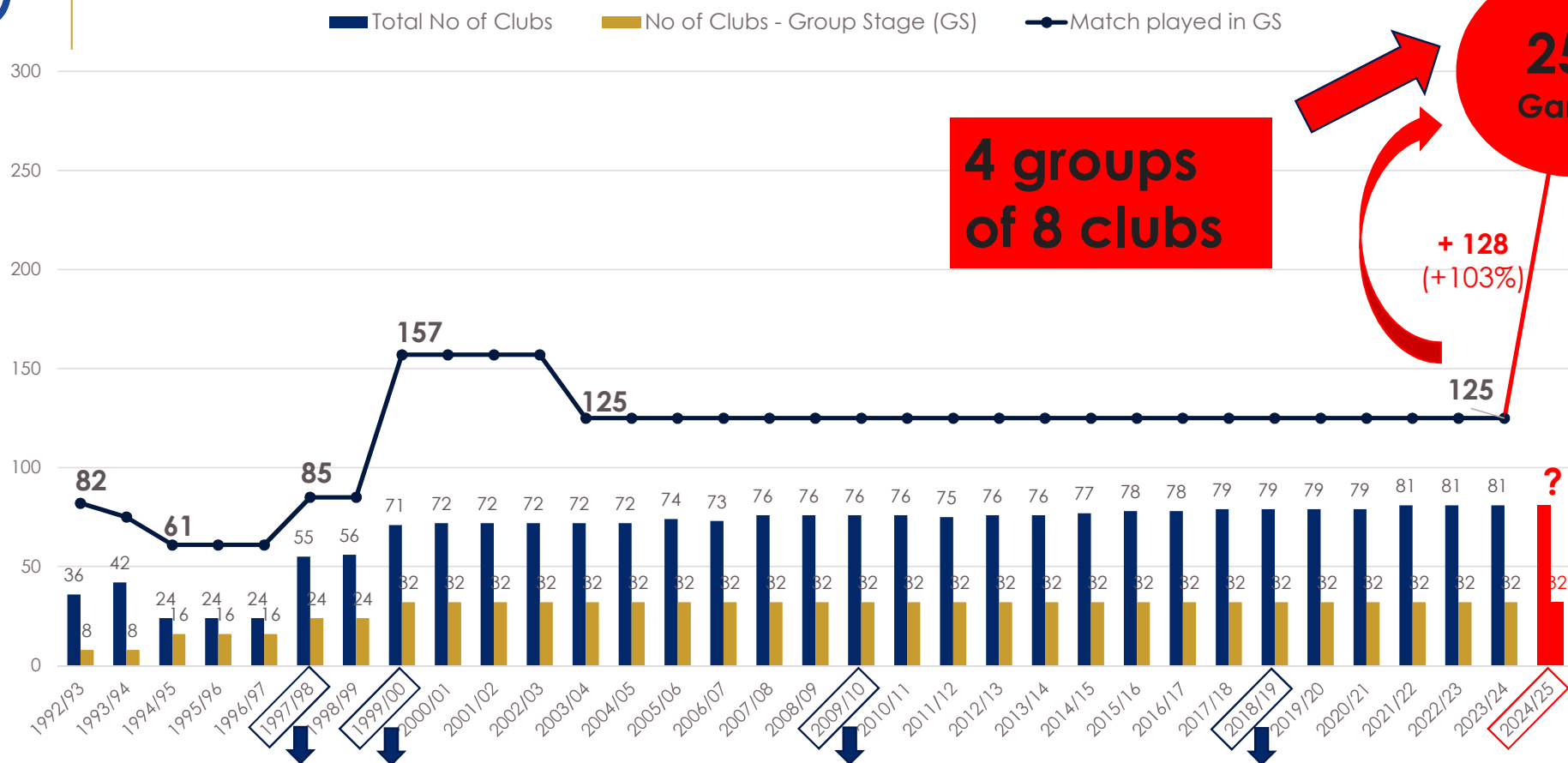


# Evolution in UEFA Club Competition (2/2)





# Evolution in UEFA Champions League



**NAs 1-8:**  
2 clubs per NA – 1 in GS  
and 1 in QR – allowed to participate

**NAs 1-3:** 4 clubs per NA – 2 in GS and  
2 in QR – allowed to participate  
**NAs 4-6:** 3 clubs per NA – 2 in GS and  
1 in QR – allowed to participate

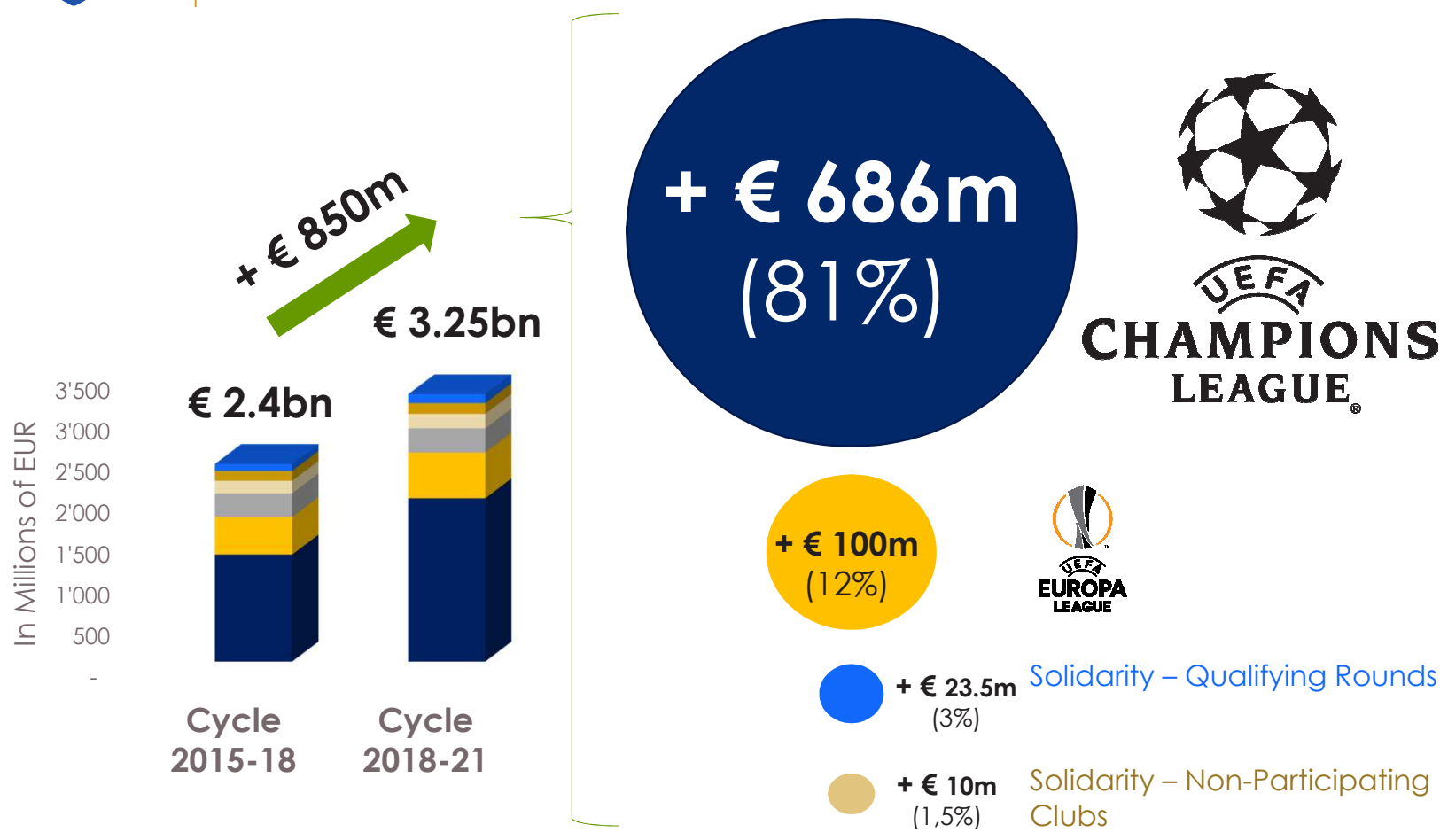
**NAs 1-4:** 4 clubs per NA – 3 in GS  
and 1 in QR – allowed to participate  
**NAs 5-6:** 3 clubs per NA – 2 in GS  
and 1 in QR – allowed to participate

**NAs 1-4:** 4 clubs per NA – 4 in GS –  
allowed to participate  
**NAs 5-6:** 3 clubs per NA – 2 in GS  
and 1 in QR – allowed to participate

Note: 2024/25 is hypothetical.



# Recent Decisions - UCC Financial Distribution Model



**Solidarity for  
700 clubs  
-1.2%**

⇒ - € 39m/y

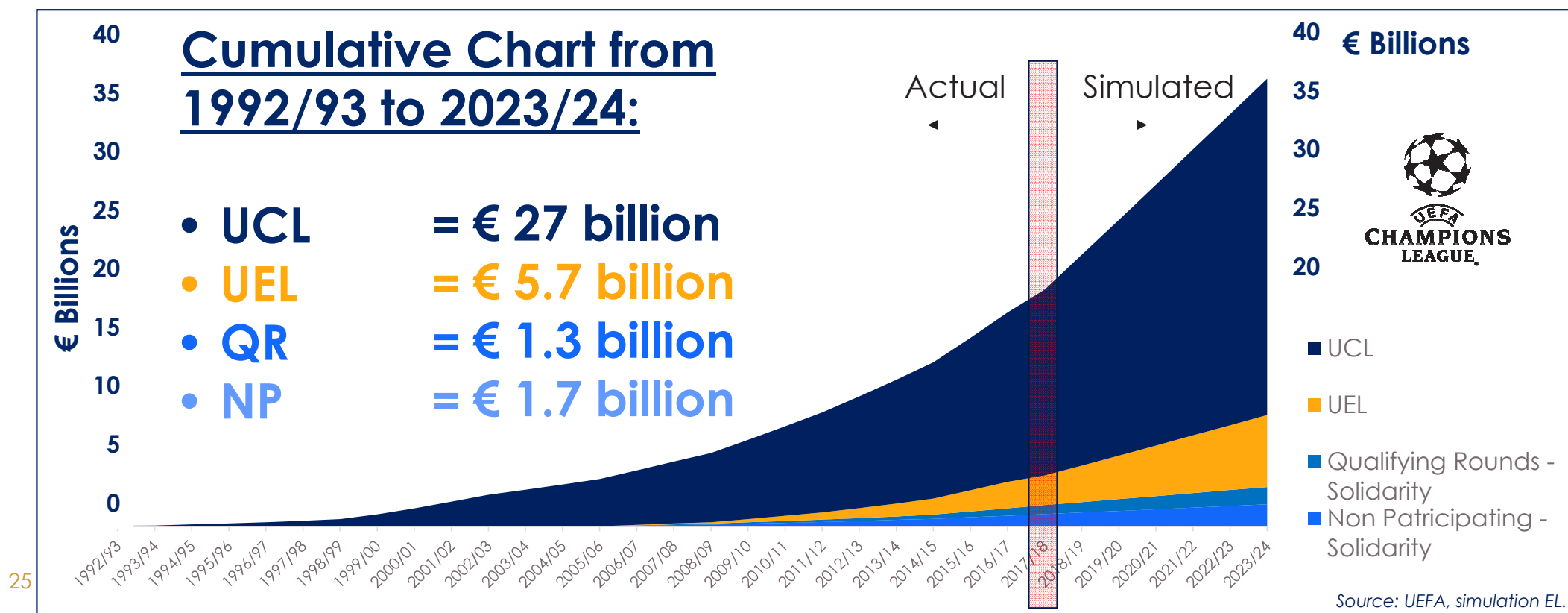
⇒ - € 117m/c





# UCC Distributions to Clubs - Context

Annual Total UCL Distribution amount in season: 1992/93 was... € 22 million  
2018/19 will be... € 1980 million





# UCL Club Distributions: Historical Context and Impact of Recent Reform

The past: Season 1992/93 to 2017/18 (26 years)

**€15 Billion**      **48%**      **€7 Billion**      **14 Clubs**

The future: Season 2018/19 to 2023/24 (6 Years Simulated)

**~€12 Billion**      **Over**      **€7 Billion**      **14 Clubs**  
**60%**

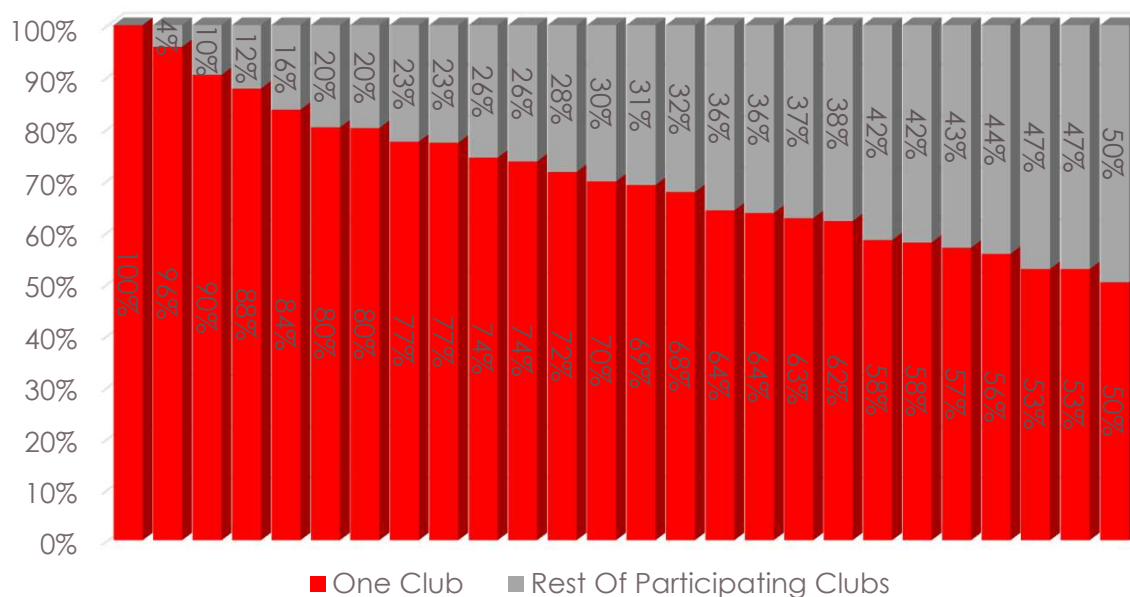
Source: UEFA, simulation EL



# Concentration of UCC money in Top 1 Club

Total Percentage of UCC Distributions\* to the Top 1 Club in 26 leagues over a three year period ranges from **50% to 100%**, with an average of **71%**.

**UCC Distributions: Total Percentage for Top 1 Club per League**



\*Note: Cumulative UCL, UEL and Qualifying Round payments to individual clubs over 3 years: 2015/16 – 2017/18.

Source: UEFA, calculation EL.

**Competitive balance is being eroded due to the concentration of UCC money in only one or a few clubs.**

| UEFA Champions League   |    |        |    |  |      |    |    |    |    | UEFA Europa League |    |    |             |         |  |             |    |                         |  | UEFA Europa League 2 |        |  |          |  |             |        |           |      |           |                         |             |  |              |  |          |  |    |    |    |    |    |    |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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| Group Stage<br>32 teams |    |        |    |  | CH's |    |    |    |    | League             |    |    | Association |         |  |             |    | Group Stage<br>32 teams |  |                      |        |  | PO       |  |             | League |           | CH's |           | Group Stage<br>32 teams |             |  |              |  | CH's     |  |    | PO |    | Q3 |    | Q2 |  | Q1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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| UCL TH                  |    | UEL TH |    |  | PO   | Q3 | Q2 | Q1 | PR | PO                 | Q3 | Q2 | R           |         |  | 4 UCL CH-PO |    | 5 UCL LP PO&Q3          |  |                      | UEL TH |  | 5 UCL Q3 |  | 3 UCL LP-Q2 |        | 10 UCL Q2 |      | 10 UCL PO |                         | 5 UCL CH Q3 |  | 20 UCL Q1&P6 |  | 3 UCL Q3 |  | Q3 |    | Q2 |    | Q1 |    |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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| CH                      | N2 | N3     | N4 |  |      |    |    |    |    |                    |    |    | 1           | Ass. #1 |  | N6          | N8 |                         |  |                      |        |  |          |  |             |        |           |      |           |                         |             |  |              |  |          |  |    |    |    |    |    |    |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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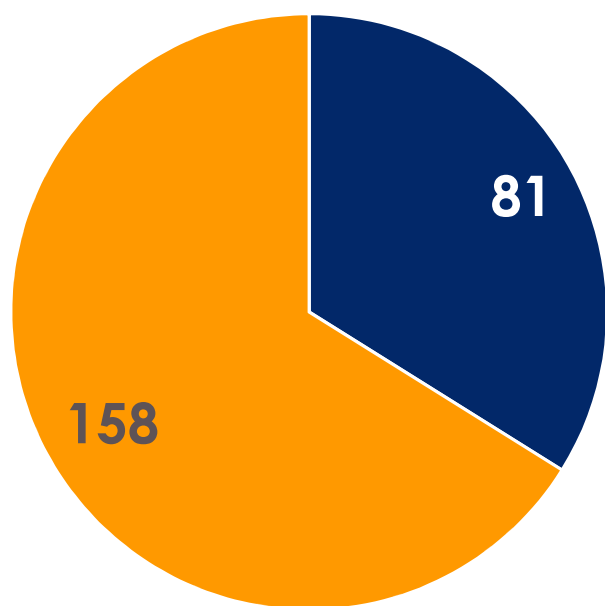
138 Clubs = 87%

Note: Access List for 2021-24 as approved by the UEFA ExCo on December 2018.



# UCC Access List – Cycle Comparison – Total Number of clubs

Cycle 2018-21

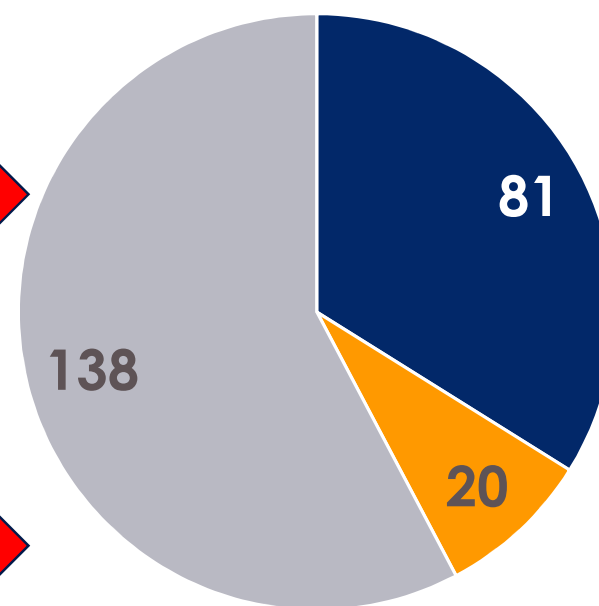


■ UCL ■ UEL

**138 Clubs = 87%  
UEL into UEL2**

**60% of all clubs  
in UEL2**

Cycle 2021-24



■ UCL ■ UEL ■ UEL 2



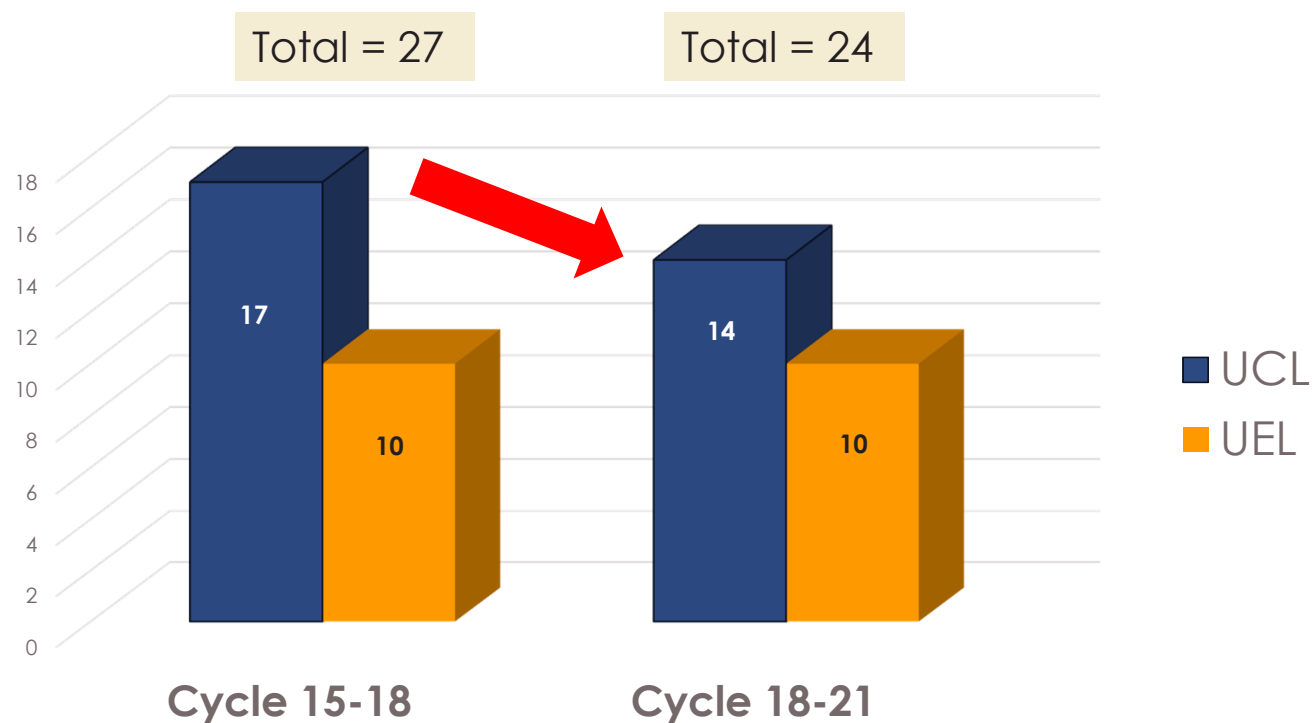
# European Leagues

*Didier Quillot*



## Access List – Cycle Comparison

- From Cycle 15-18 to Cycle 18-21, the minimum number of different National Associations (i.e. Domestic Champions) that can be represented in the UCL Group Stage was reduced from 17 to 14.





## Distribution Model

The Distribution Ratio between the two competitions (UCL and UEL) changes **in favour of UCL** (more money to UCL Clubs)

- Cycle 18-21, saw an increase of the ratio between the competitions.

| Item (UCL : UEL Ratio)                           | Cycle 15-18                 | Cycle 18-21               |
|--|-----------------------------|---------------------------|
| <b>Competition Ratio</b><br>(After Adjustment**) | <b>3.3 : 1</b><br>(2.8 : 1) | <b>4 : 1</b><br>(3.5 : 1) |
| <b>Competition Amounts</b>                       | <b>€1'297m : €458m</b>      | <b>€1'980m : €560m</b>    |

Notes:

\*\* After Adjustment refers to the EUR 60 million that is deducted from UCL and divided between UEL (50million) and solidarity for Qualifying Rounds (10 million).

**The ratio has increased in favour of the top clubs.**





# Distribution Model - Within Competition Pillars

## Introduction of new Coefficient Pillar benefits top clubs

- Cycle 18-21, saw the introduction of the Coefficient Pillar which includes points for **historical titles** as part of the distribution ranking system.

| Pillar       | Cycle 15-18 |     | Cycle 18-21 |     |
|--------------|-------------|-----|-------------|-----|
|              | UCL         | UEL | UCL         | UEL |
| Coefficient  |             |     | 30%         | 15% |
| Starting Fee | 60%         | 60% | 25%         | 25% |
| Performance  |             |     | 30%         | 30% |
| Market Pool  | 40%         | 40% | 15%         | 30% |

**The Coefficient with historical titles benefits solely top clubs.**



# Distribution Model - Coefficient Pillar

**New Coefficient Pillar versus Association Ranking and Club Seeding Coefficients:**

- ASSOCIATION RANKING
- CLUB SEEDING



**5 YEARS**  
(MATCH POINTS +  
BONUS POINTS)

**NO HISTORIC  
TITLES**

**CLUB RANKING  
(DISTRIBUTION)**



**10 YEARS**  
(MATCH POINTS +  
BONUS POINTS)

**HISTORIC  
TITLES**

**Only Revenue Distribution System includes '10 years Coefficient' + 'historic titles'**



# Financial wealth gaps between clubs is growing

**Clubs grouped by revenue buckets, based on UEFA Club Licensing Benchmark Report:**

|                      |                       |                      |                       |                            |
|----------------------|-----------------------|----------------------|-----------------------|----------------------------|
| €0-10 m<br>452 clubs | €10-50 m<br>124 clubs | €50-100m<br>47 clubs | €100-300m<br>42 clubs | Over €300m<br>Top 12 clubs |
|----------------------|-----------------------|----------------------|-----------------------|----------------------------|

- The UCC Financial Distribution Model, for Cycle 2018-21, gives almost €2 Billion from a total €3.25 Billion to the 32 UCL clubs of whom most will already have revenues of over €100 million.



**UCC distribution further fuels the wealth of the elite clubs in relation to all others.**



# Distribution Model – Solidarity percentage has **fallen**

- Solidarity (as % of total revenue) has fallen. Therefore, the financial gap between participating Clubs and Non-Participating Clubs is increasing creating a negative effect on competitive balance.

| Item  | Cycle 15-18        |                   | Cycle 18-21           |                    | Difference  |
|---|--------------------|-------------------|-----------------------|--------------------|---|
|   | %                  | €m                | %                     | €m                 | %   |
| <b>Total Solidarity</b>                                     | <b>8.5%</b>        | <b>204</b>        | <b>7.3%</b>           | <b>238</b>         | <b>-1.2%</b>  |
| • <b>Qualifying Round Clubs</b><br>(UCL Contribution to QR) | <b>3.5%</b>        | <b>84</b>         | <b>3.3%</b><br>(0.3%) | <b>108</b><br>(10) | <b>-0.2%</b>  |
| • <b>Non-Participating Clubs (via NA/League)</b>            | <b><u>5.0%</u></b> | <b><u>120</u></b> | <b><u>4.0%</u></b>    | <b><u>130</u></b>  | <b><u>-1.0%</u></b><br>(Note: A 20% reduction in relative terms.) |
| NA/League with Club in UCL GS = 80%**                       | 4.0%               | 96                | 3.2%                  | 104                |   |
| NA/League without Club in UCL GS = 20%**                    | 1.0%               | 24                | 0.8%                  | 26                 |   |

\*\* (Shared using a formula of 60% Equal Share + 40% TV Market)



# Competitive Balance eroded in many competitions

Greece: Super League

€ 109m

UCC Money as % of League Revenues\* = 42%

Olympiakos



- **Domestic Titles:** 21 times in 23 years
- **UCC GS Participation:** 19 times

Financial

- **UCC Money Club % Share\*** = 81%

Poland: Ekstraklasa

€ 43m

UCC Money as % of League Revenues\* = 15%

Legia Warsaw



- **Domestic Titles:** 5 times in 6 years
- **UCC GS Participation:** 5 times

Financial

- **UCC Money Club % Share\*** = 80%

Ukraine: Premier League

€ 128m

UCC Money as % of League Revenues\* = 70%

FK Shachtar Donetsk



- **Domestic Titles:** 7 times in 9 years
- **UCC GS Participation:** 9 times

Financial

- **UCC Money Club % Share\*** = 47%

Croatia: Hrvatska Nogometna Liga

€ 49m

UCC Money as % of League Revenues\* = 70%

Dinamo Zagreb



- **Domestic Titles:** 13 times in 14 years
- **UCC GS Participation:** 7 times

Financial

- **UCC Money Club % Share\*** = 47%

\*Note: UCL, UEL and Qualifying Round payments over 3 years: 2015/16 – 2017/18.  
Source: UEFA, calculation EL.

**Competitive balance is at stake in many domestic competitions.**



# Competitive Balance eroded in many competitions

Italy: Serie A

€ 678m

UCC Money as % of League Revenues\* = 16%

Juventus



- **Domestic Titles:** 8 times in last 8 years
- **UCC GS Participation:** 8 times

Financial

- **UCC Money Club % Share\*** = 39%

Germany: Bundesliga

€ 585m

UCC Money as % of League Revenues\* = 11%

Bayern Munich



- **Domestic Titles:** 6 times in 6 years
- **UCC GS Participation:** 6 times

Financial

- **UCC Money Club % Share\*** = 32%

France: Ligue 1

€ 512m

UCC Money as % of League Revenues\* = 16%

Paris Saint Germain



- **Domestic Titles:** 6 times in last 7 years
- **UCC GS Participation:** 7 times

Financial

- **UCC Money Club % Share\*** = 37%

Portugal: Liga Portugal

€ 248m

UCC Money as % of League Revenues\* = 31%

FC Porto



- **Domestic Titles:** 8 times in 13 years
- **UCC GS Participation:** 13

Financial

- **UCC Money Club % Share\*** = 33%

\*Note: UCL, UEL and Qualifying Round payments over 3 years: 2015/16 – 2017/18.  
Source: UEFA, calculation EL.

**Competitive balance is at stake in many domestic competitions.**



# Conclusions

- The change in the UCL Access List favours only the Top 4 National Associations
- The inclusion of the new Coefficient Pillar (30% for UCL and 15% for UEL) among the distribution criteria undoubtedly favours clubs that repeatedly participate in the UCL/UEL or Clubs which have historically won titles.
- The new distribution model further increases the economic/financial differences between Clubs from the same league.
- Greater economic share for Top European Clubs compared to rest of clubs participating in the UEFA Club Competitions.
- Solidarity in percentage terms has fallen generating more financial gap between clubs of the same league

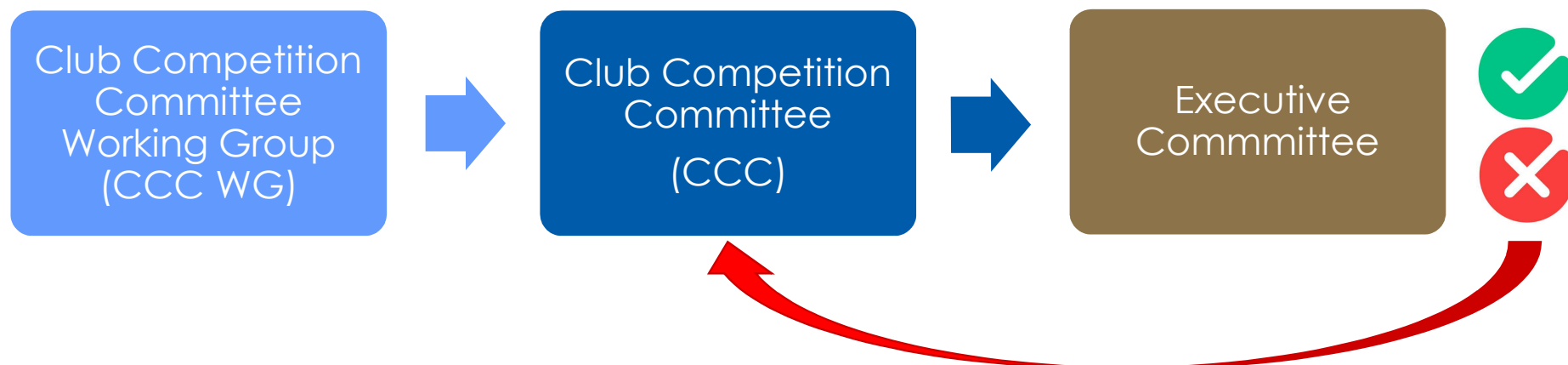


# UCC Decision Making Process and Timeline





## Decision Making Process for UCC





# UEFA Club Competition Committee



1 EL REPRESENTATIVE

Didier Quillot - FRA



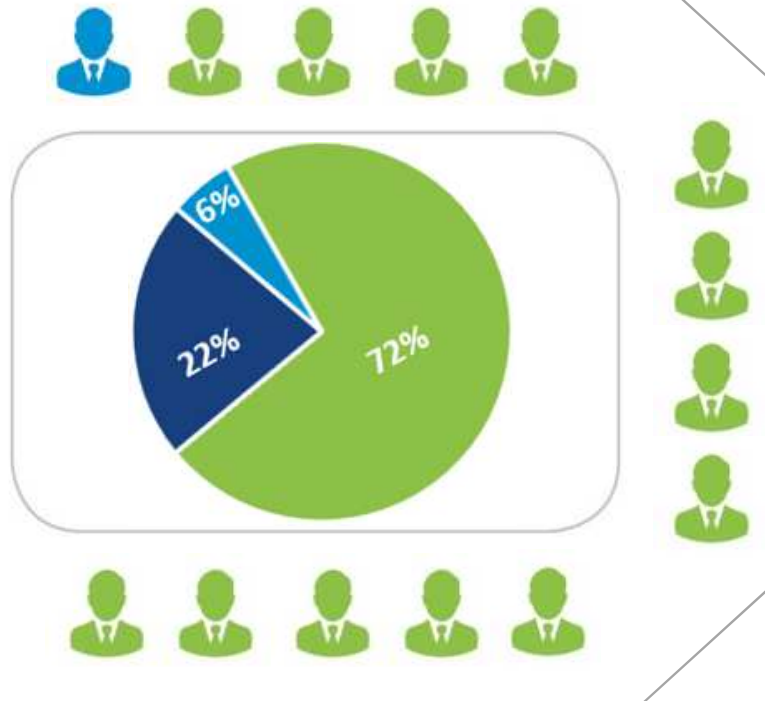
4 UEFA MEMBERS

Fernando Gomes - POR  
David Gill - ENG  
Michael van Praag - NED  
Sofoklis Pilavios - GRE



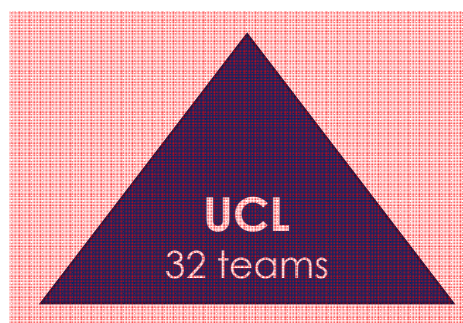
13 ECA REPRESENTATIVES

Umberto Gandini – AS Roma - ITA  
Josep Maria Bartomeu – FC Barcelona ESP  
Peter Fossen – PSV Eindhoven - NED  
Michael Gerlinger – FC Bayern München - GER  
Peter Lawwell – Celtic FC- SCO  
Pedro López Jiménez – Real Madrid CF - ESP  
Dariusz Mioduski – Legia Warszawa SA - POL  
Nikola Prentic – FC Buducnost Podgorica - MNE  
Aki Riihilahti – HJK Helsinki - FIN  
Vadim Vasilyev – AS Monaco - FRA  
Michael Verschueren – RSC Anderlecht - BEL  
Edward Woodward – Manchester United FC - ENG  
Steven Zhang – FC Internazionale - ITA





## CCC WG: Scope only UEL/UEL2, UCL excluded



« Do not re-open discussions over UCL composition »

### NO CHANGE

- Same format
- Same Access List

Club  
Competition  
Committee  
Working Group  
(CCC WG)

UEL  
32 teams

UEL 2  
32 teams

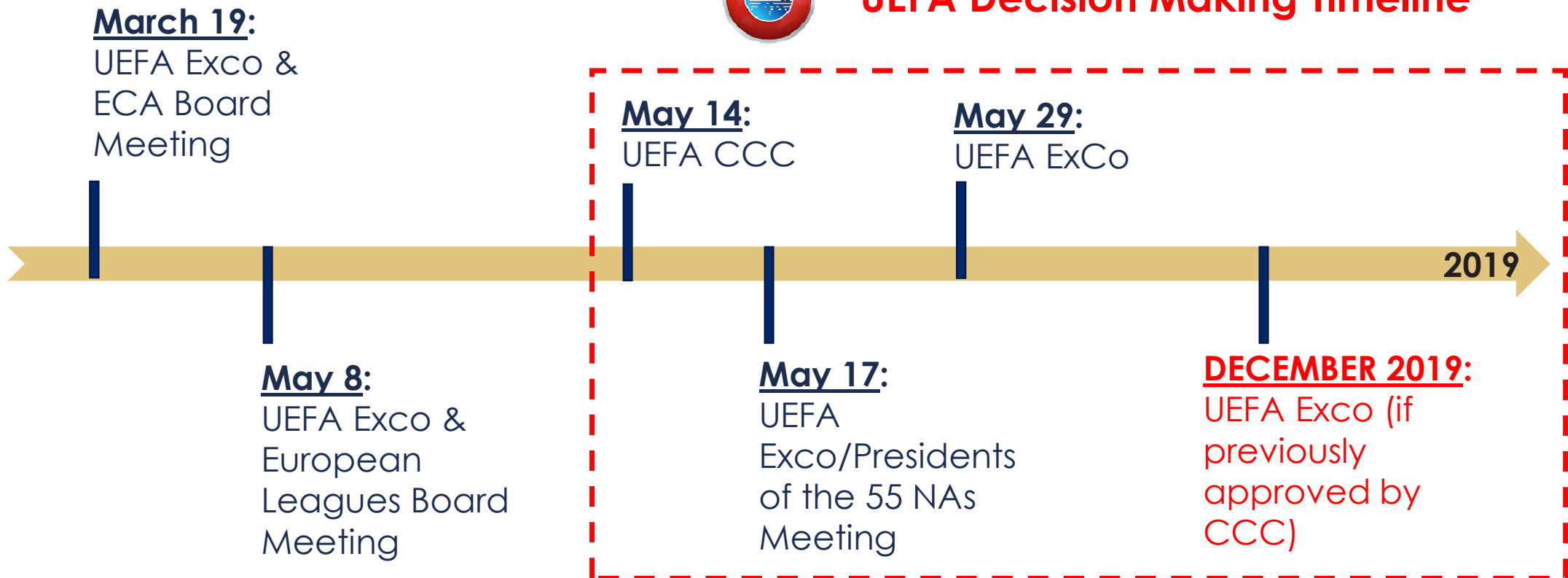
« Minimum amount guaranteed for both competitions: 700 Mio. € »



# Timeline



## UEFA Decision Making Timeline





# European Leagues Principles and Model for UEFA Club Competitions

*Jacco Swart*



# The European Leagues

Our starting points for UEFA Club Competitions

## Access

- Access always based on the latest performance of clubs in their respective domestic top tier league or domestic Cup competition.
- No promotion / Relegation.

## Match Calendar

- Weekends belong to the domestic competitions.

## Decision Making

An integrated approach with a clear division between political and operational responsibilities

## Solidarity

- A significant increase of Solidarity payments to reduce the increasing financial gap in European club football.
- Solidarity to be used more for Non-Participating Clubs of both NAs with and without clubs in the Group Stage of the UCL.

## Club Distributions

- A better ratio between the competitions and between the clubs in the competition in favour of the smaller clubs and competitions.



## Distribution Model – Ratios Between Competitions

- The Model for the ratios in Cycle 21-24, is based on three competitions with an equal number of clubs (32) in each competition.
- The ratios are designed to ensure the two competitions below UCL are appropriately funded in order to support competitive balance.



| Competition                              | Cycle 15-18          | Cycle 18-21        | Cycle 21-24     |
|--|----------------------|--------------------|-----------------|
| <b>UCL : UEL</b><br>(After Adjustment**) | 3.3 : 1<br>(2.8 : 1) | 4 : 1<br>(3.5 : 1) | Max. of 3.5 : 1 |
| <b>UEL : UEL 2</b>                       |                      |                    | Max. of 2.5 : 1 |

Notes:

\*\* After Adjustment refers to the EUR 60 million that is deducted from UCL and divided between UEL (50million) and solidarity for Qualifying Rounds (10 million).



## Distribution Model – Within Competitions

### Pillars

- The Model for Cycle 21-24 is based on the principle that the Coefficient Pillar be removed and Market Pool increased, while also being consistent across the respective competitions.

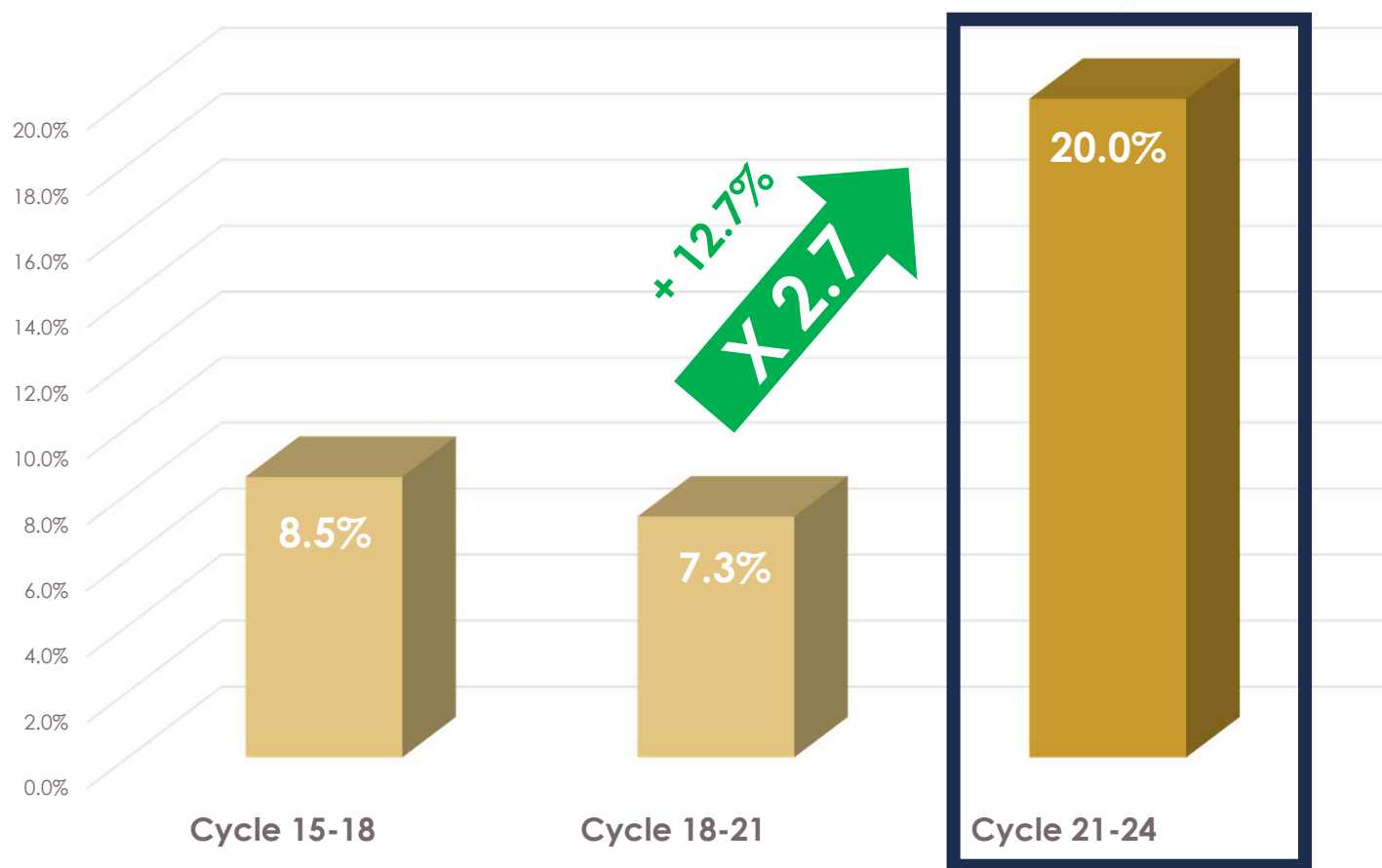


| Pillar       | Cycle 15-18 |     | Cycle 18-21 |     | Cycle 21-24 |     |       |
|--------------|-------------|-----|-------------|-----|-------------|-----|-------|
|              | UCL         | UEL | UCL         | UEL | UCL         | UEL | UEL 2 |
| Coefficient  |             |     | 30%         | 15% |             |     |       |
| Starting Fee |             |     | 25%         | 25% | 30%         | 30% | 30%   |
| Performance  | 60%         | 60% | 30%         | 30% | 30%         | 30% | 30%   |
| Market Pool  | 40%         | 40% | 15%         | 30% | 40%         | 40% | 40%   |





## Solidarity - Significant increase





## Solidarity

- The increase is proposed in order to safeguard the future development of European Club Football and to meaningfully contribute to improving competitive balance.
- The ***European Leagues Model*** creates a third pillar for solidarity, the 'Professional Football Development' pillar.
- As an act of solidarity, one third of the solidarity amount will not be distributed to the top 5 countries in order to ensure medium and smaller National Associations to benefit from the increase.



## Solidarity

- The Model for Cycle 21-24 is to divide the increased Solidarity into three parts, introducing a new 'Professional Football Development' pillar which is to be distributed via the National Associations in cooperation with the Leagues.



| Item   | Cycle 15-18        | Cycle 18-21        | Cycle 21-24       |
|--|--------------------|--------------------|-------------------|
|  | %                  | %                  | %                 |
| <b><u>Total Solidarity</u></b>   | <b><u>8.5%</u></b> | <b><u>7.3%</u></b> | <b><u>20%</u></b> |
| • <b>Qualifying Round Clubs</b>  | <b>3.5%</b>        | <b>3.3%</b>        | <b>3.5%</b>       |
| • <b>Non-Participating Clubs (via NA/League)</b>   | <b>5.0%</b>        | <b>4.0%</b>        | <b>10.0%</b>      |
| • <b>NEW Professional Football Development*</b>  |                    |                    | <b>6.5%</b>       |
| *Note: Excluding top 5 Leagues and earmarked for professional football club development. |                    |                    |                   |



## Distribution Model - €€€

- Overall Model Breakdown based on the **European Leagues Model** would be as follows in Euros based on same revenue stream:



| Item                | Cycle 18-21  | Cycle 21-24  |
|---------------------|--------------|--------------|
|                     | €3.25b       | €3.25b       |
| Total Solidarity    | 240          | 650          |
| Competition Costs   | 295          | 295          |
| UEFA                | 180          | 180          |
| <u>Competitions</u> | <u>2'540</u> | <u>2'130</u> |
| UCL                 | 1'980        | 1'480        |
| UEL                 | 560          | 450          |
| UEL 2               |              | 200          |
| TOTAL               | 100%         | 100%         |



## Distribution Model - average €€€ per participant

- Overall Model Breakdown based on the **European Leagues Model** would be as follows in **average Euros per participant** based on same revenue stream:



| Item                | Cycle 18-21   | Cycle 21-24   |
|---------------------|---------------|---------------|
|                     | €3.25b        | €3.25b        |
| <u>Competitions</u> | <u>2'540m</u> | <u>2'130m</u> |
| UCL                 | €62m x 32     | €46m x 32     |
| UEL                 | €12m x 48     | €14m x 32     |
| UEL 2               |               | €6.25m x 32   |
| TOTAL               | 100%          | 100%          |



### 3) ECA and European Football

*Javier Tebas*

07/05/2019

# ECA and European Football

The world is our playing field



**Where do  
we come  
from?**





Where do we come from?

# What is ECA and where it comes from

ECA is the result of **the merger** between the **G14 and European Club Forum**, and was founded in 2008



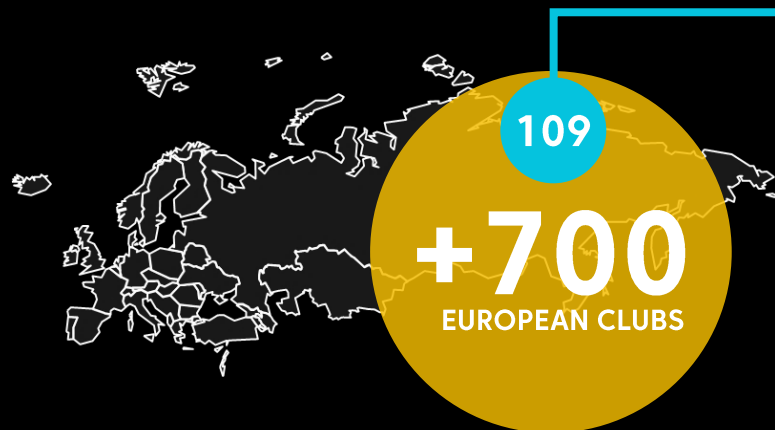
ECA'S  
ORDINARY  
MEMBERS



Only **ORDINARY MEMBERS**  
have a **right to vote** in  
the General Assembly



**8 out of 15** members of its  
Executive Board belong to  
top 5 European leagues



**SEMI-CLOSED  
ORGANISATION**

Where do we come from?

# The relevance of national leagues

Do Domestic Leagues represent the clubs?  
What do Domestic Leagues represent?

**Economic  
relevance of the  
competitions**



The owners of the clubs **MUST** decide  
the **future of the competition**



The Clubs participating in the national  
league form **an association to make  
decisions by majorities**



**The future of the competition is  
decided by the clubs by majorities**



**The leagues look for the best** for the  
competition and therefore for their clubs



**Leagues  
represent the  
CLUBS**

**Leagues  
represent the  
COMPETITION**



Where do we come from?

# ECA organisation and structure

## EXECUTIVE BOARD



## SUBDIVISIONS REPRESENTATIVES



## TYPE OF MEMBERSHIP (232 CLUBS)

### ORDINARY MEMBERS (109 CLUBS):


- From first divisions of UEFA member associations
- Based on their individual UEFA coefficient
- OM if Club has won at least 5 UEFA Club Competition trophies
- Right to vote** in the General Assembly
- Can be chosen for the **ECA Executive Board**

### ASSOCIATED MEMBERS (123 CLUBS):

- Not all clubs can put themselves forward to become an Associate member, only:
  - Founding members
  - Club who have won the UCL / UEL
  - Clubs qualified for the group stage of the UCL in a given season
  - Clubs that participated in UCL / UEL at least 3 times during the past 5 seasons
  - Need the approval of the Executive Board**
- NO right to vote** in the General Assembly
- CANNOT be chosen for the ECA Executive Board**

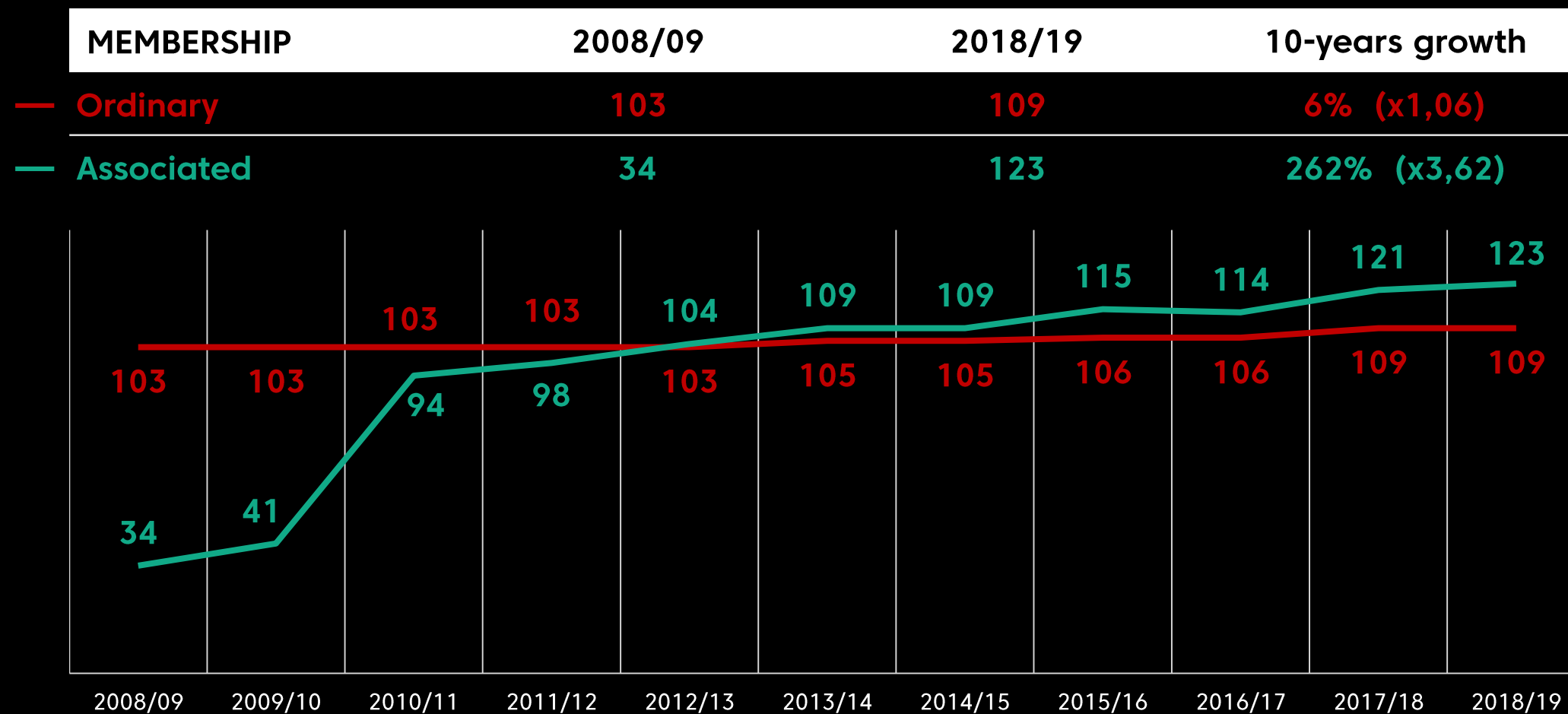
Where do we come from?

# Evolution of ECA's Executive Board

| 2009/10   | 2010/11   | 2011/12   | 2012/13   | 2013/14   | 2014/15   | 2015/16   | 2016/17   | 2017/18   | 2018/19   | Number of times a Club has been a member of the Executive Board |
|---|---|---|---|---|---|---|---|---|---|---|
|    |    |    |    |    |    |    |    |    |    | 10/10   |
|    |    |    |    |    |    |    |    |    |    | 10/10   |
|    |    |    |    |    |    |    |    |    |    | 10/10   |
|    |    |    |    |    |    |    |    |    |    | 10/10   |
|    |    |    |    |    |    |    |    |    |    | 10/10   |
|    |    |    |    |    |    |    |    |    |    | 7/10  |
|    |    |    |    |    |    |    |    |    |    | 6/10  |
|    |    |    | -   |    |    |    |    |    |    | 5/10  |
|    |    |    |    |    |    |    |    |    |    | 6/10  |
|   |   |   |   |   |   |   |   |   |   | 4/10  |
|  |  |  |  |  |  |  |  |  |  | 4/10  |
|  |  |  |  |  |  |  |  |  |  | 3/10  |
|  |  |  |  |  |  |  |  |  |  | 8/10  |
|  |  |  |  |  |  |  |  |  |  | 2/10  |
|  |  |  |  |  |  |  |  |  |  | 2/10  |
| ECA's Current Executive Board   |   |   |   |   |   |   |   |   |   |   |

Where do we come from?

# Evolution of ECA's Membership

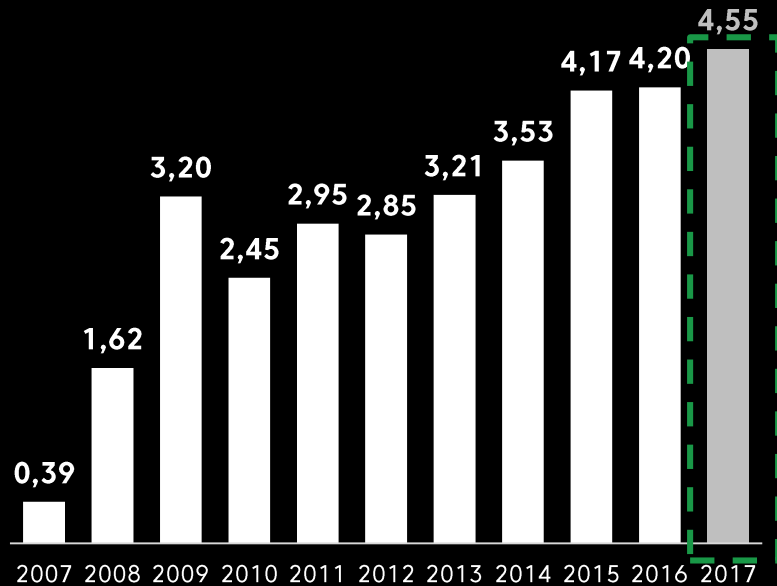


Where do we come from?

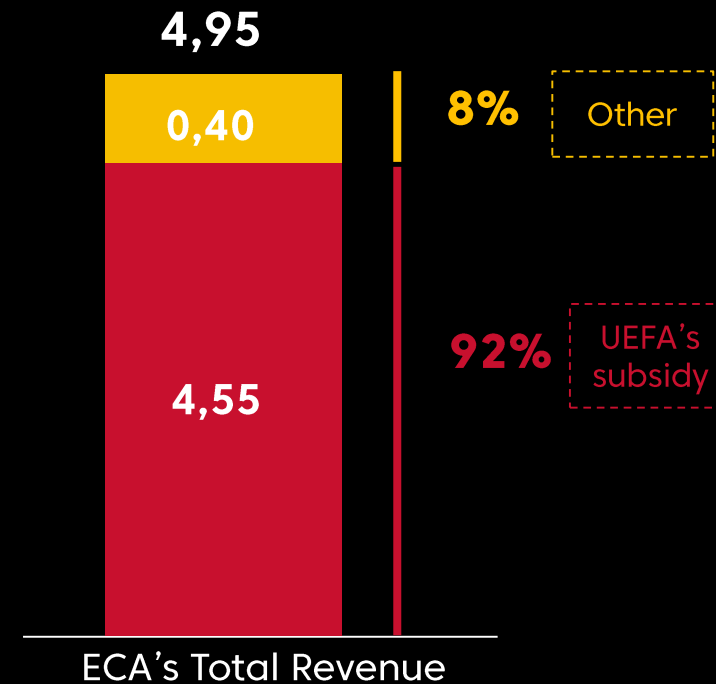
## ECA financial situation

### Evolution of UEFA's subsidy to ECA (M€)

2007-2017: 33,09M€



### ECA's total Revenues in 2017/18 (M€)



**A DE FACTO UEFA FUNDED ORGANISATION**

Where do we come from?

## Comparison ECA - UEFA 2019

**MORE PRESENCE OF ECA  
IN UEFA COMMITTEES**

**&**

**ECA HAS GAINED VETO OVER THE  
INCLUSION OF STAKEHOLDERS IN  
PROFESSIONAL COMPETITIONS  
COMMITTEES**

# TV Rights evolution in Europe





TV Rights evolution in Europe

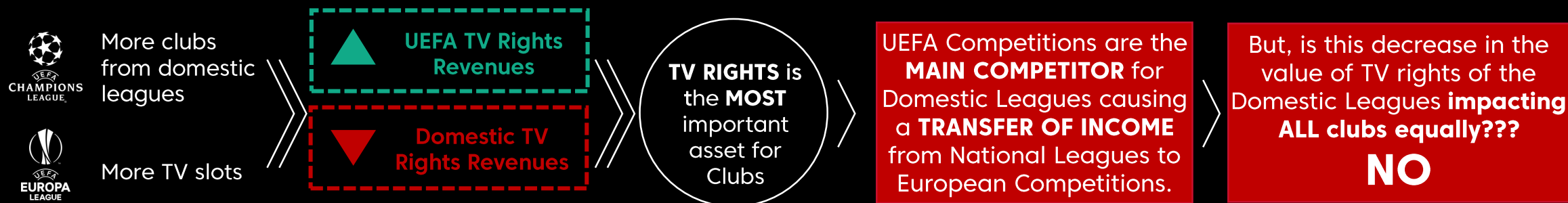
# TV Rights evolution for major European leagues (€M per season)

| European Football Leagues                | 06/07        | 07/08        | 08/09        | 09/10        | 10/11        | 11/12        | 12/13        | 13/14          | 14/15          | 15/16          | 16/17               | 17/18               | 18/19               | 19/20                 | 20/21                 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|----------------|----------------|---------------------|---------------------|---------------------|-----------------------|-----------------------|
| EPL – Domestic *                         | 582          | 912          | 912          | 912          | 828          | 828          | 828          | 1.349          | 1.349          | 1.349          | 2.435               | 2.435               | 2.435               | 1.833                 | 1.833                 |
| <i>EPL – Domestic (£)</i>                | <i>(413)</i> | <i>(671)</i> | <i>(671)</i> | <i>(671)</i> | <i>(669)</i> | <i>(669)</i> | <i>(669)</i> | <i>(1.091)</i> | <i>(1.091)</i> | <i>(1.091)</i> | <i>(1.807)</i>      | <i>(1.807)</i>      | <i>(1.807)</i>      | <i>(1.623)</i>        | <i>(1.623)</i>        |
| LaLiga - Domestic                        | 415          | 415          | 415          | 475          | 475          | 475          | 628          | 628            | 628            | 628            | 967 <sup>(**)</sup> | 967 <sup>(**)</sup> | 967 <sup>(**)</sup> | 1.218 <sup>(**)</sup> | 1.218 <sup>(**)</sup> |
| Bundesliga - Domestic                    | 406          | 406          | 406          | 404          | 404          | 404          | 404          | 626            | 626            | 626            | 626                 | 1.160               | 1.160               | 1.160                 | 1.160                 |
| Serie A - Domestic                       | 595          | 595          | 757          | 757          | 826          | 826          | 847          | 847            | 847            | 965            | 965                 | 965                 | 973                 | 973                   | 973                   |
| Ligue 1 - Domestic                       | 600          | 600          | 668          | 668          | 668          | 668          | 607          | 607            | 607            | 607            | 738                 | 738                 | 738                 | 738                   | 1.152                 |
| Other European Leagues                   | 214          | 214          | 251          | 284          | 464          | 465          | 476          | 483            | 497            | 583            | 586                 | 762                 | 775                 | 794                   | 795                   |
| <b>TOTAL European Leagues - Domestic</b> | <b>2.812</b> | <b>3.142</b> | <b>3.409</b> | <b>3.500</b> | <b>3.665</b> | <b>3.666</b> | <b>3.789</b> | <b>4.539</b>   | <b>4.554</b>   | <b>4.757</b>   | <b>6.316</b>        | <b>7.026</b>        | <b>7.048</b>        | <b>6.716</b>          | <b>7.131</b>          |
| <b>TOTAL UEFA (UCL/UEL) - Europe</b>     | <b>512</b>   | <b>512</b>   | <b>512</b>   | <b>826</b>   | <b>826</b>   | <b>826</b>   | <b>1.012</b> | <b>1.012</b>   | <b>1.012</b>   | <b>1.506</b>   | <b>1.506</b>        | <b>1.506</b>        | <b>2.077</b>        | <b>2.077</b>          | <b>2.077</b>          |

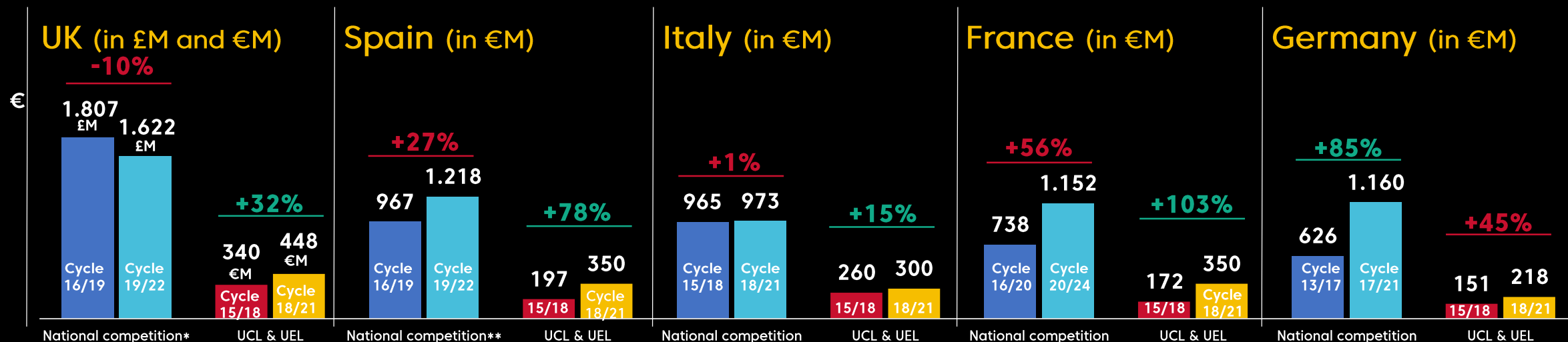
Notes:

- (\*) Exchange rate applied at the moment of the selling
- (\*\*) Adjustments made for comparison purposes (Copa del Rey and Production costs)
- Estimations based on the past or following year TV rights
- Other European Leagues include: Turkey, Belgium, Denmark, Poland, Scotland, Switzerland, Austria, Romania and Czech Republic

# UEFA competes against Domestic Leagues



TV Rights for European Competitions are generally experiencing a much greater increase than Domestic TV Rights

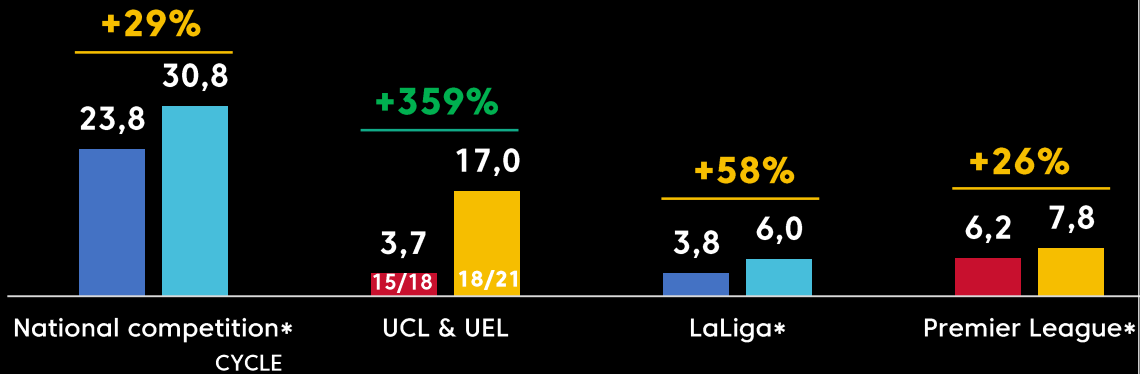


TV Rights evolution in Europe

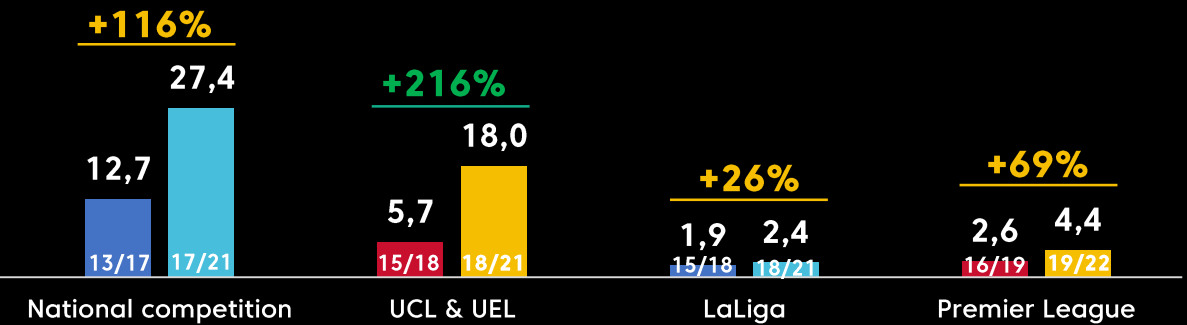
# UEFA competes against domestic leagues

TV Rights evolution in other European markets:

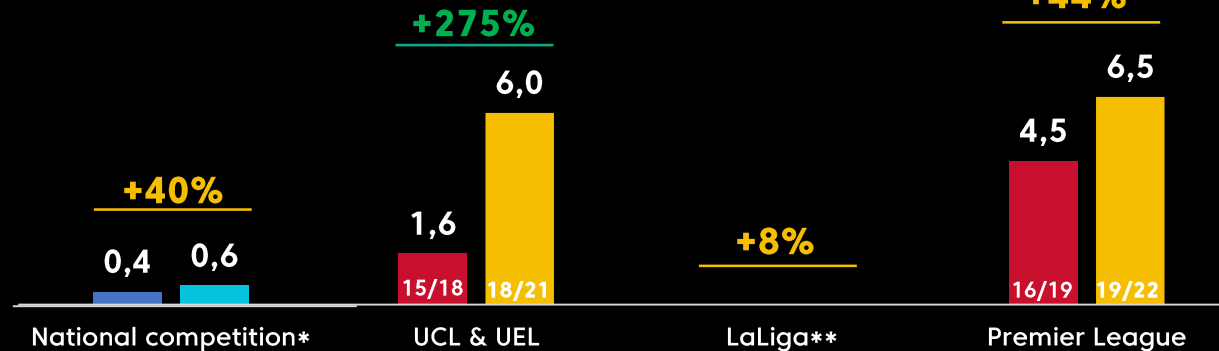
## Israel (in €M)



## Switzerland (in €M)



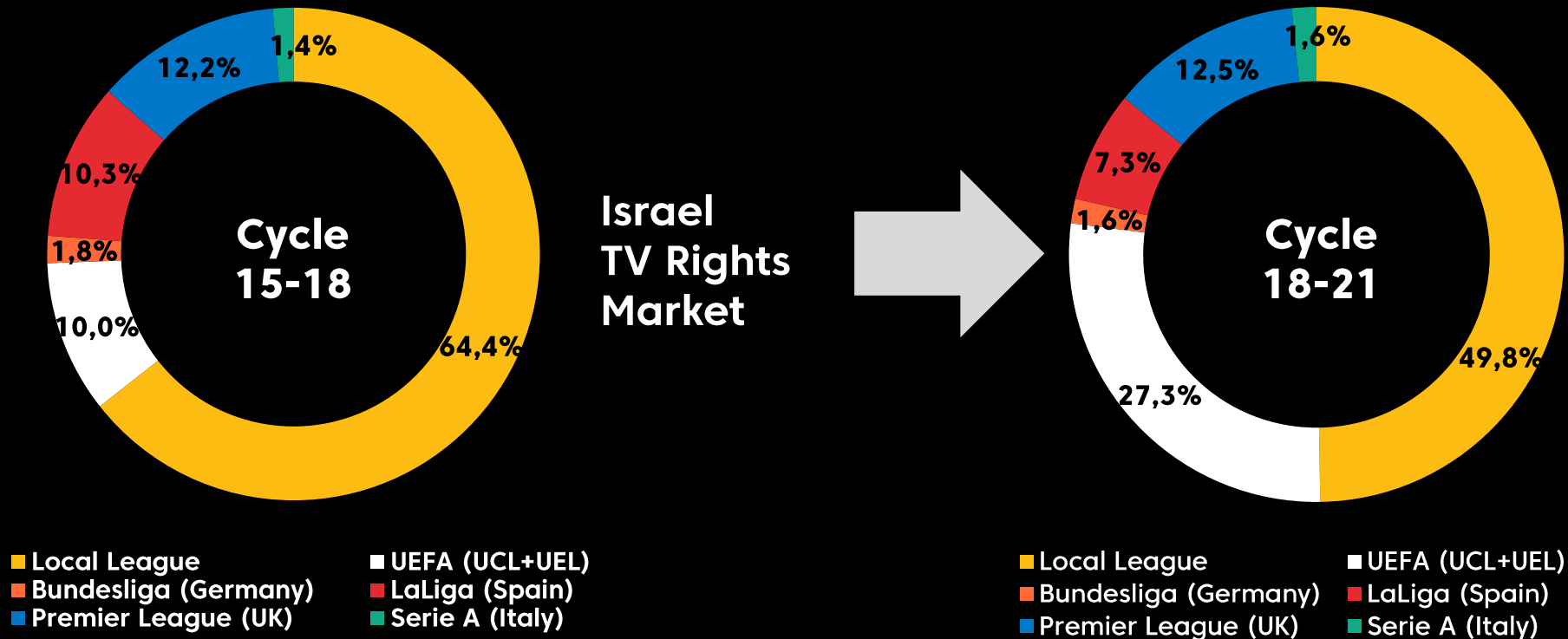
## Finland (in €M)



(\*\*) Finland included in Nordics contract.

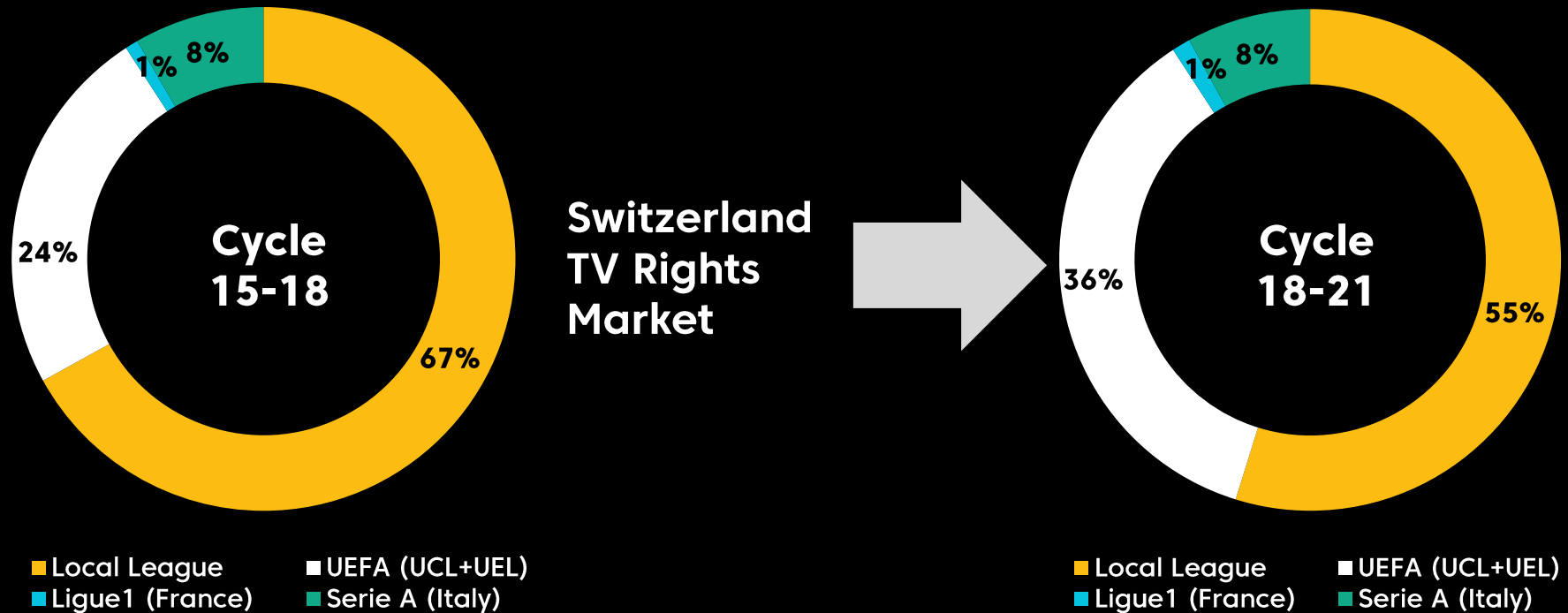
# UEFA competes against domestic leagues

 In Israel, UEFA has increased its relative weight on the market from **10% to 27,3%**, and **UEFA takes 52,3%** of the average growth of the israelian TV market



# UEFA competes against domestic leagues

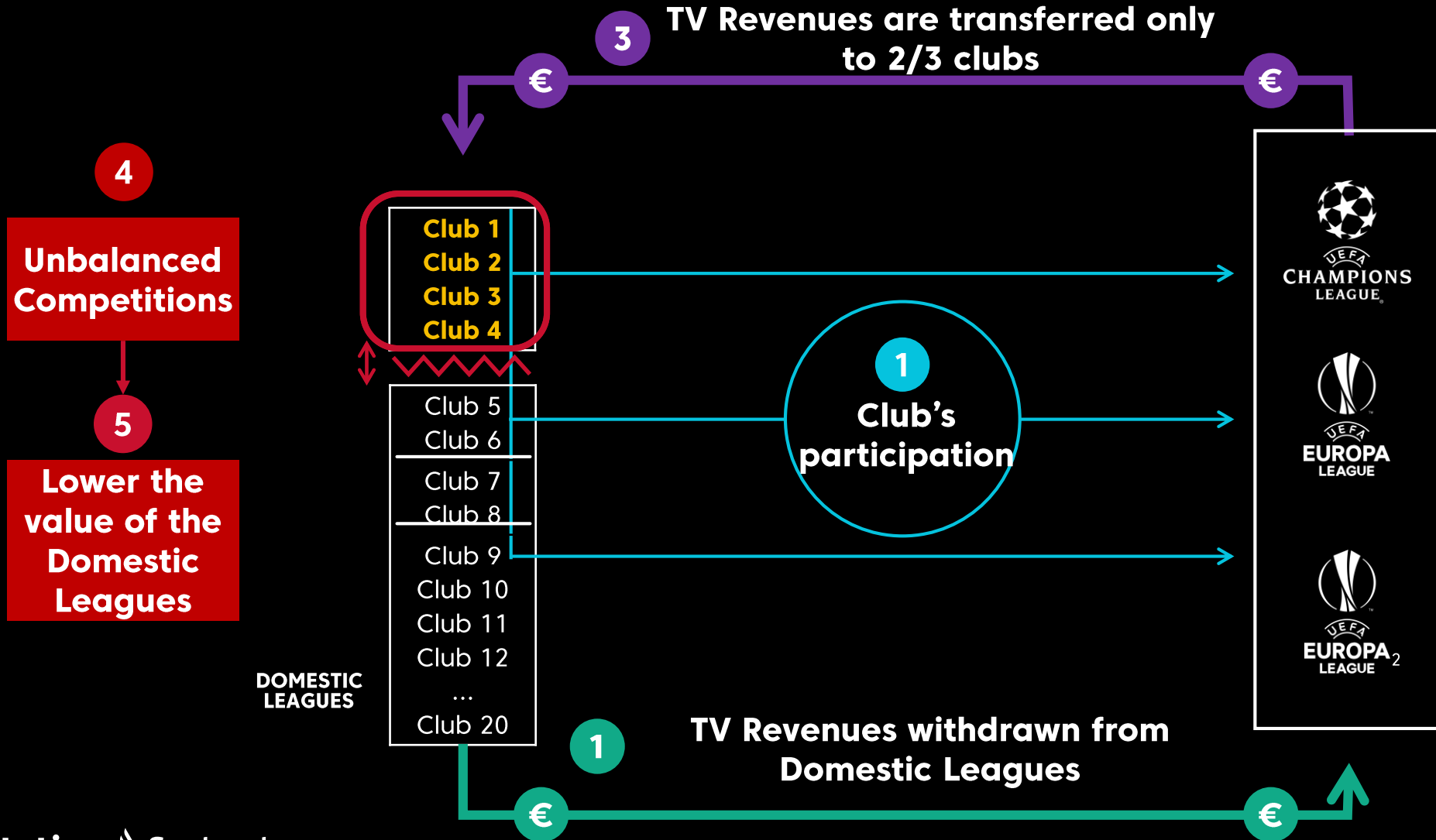
 In Switzerland, UEFA has increased its relative weight on the market from **24% to 36%**, and **UEFA takes 50%** of the average growth of the swiss TV market



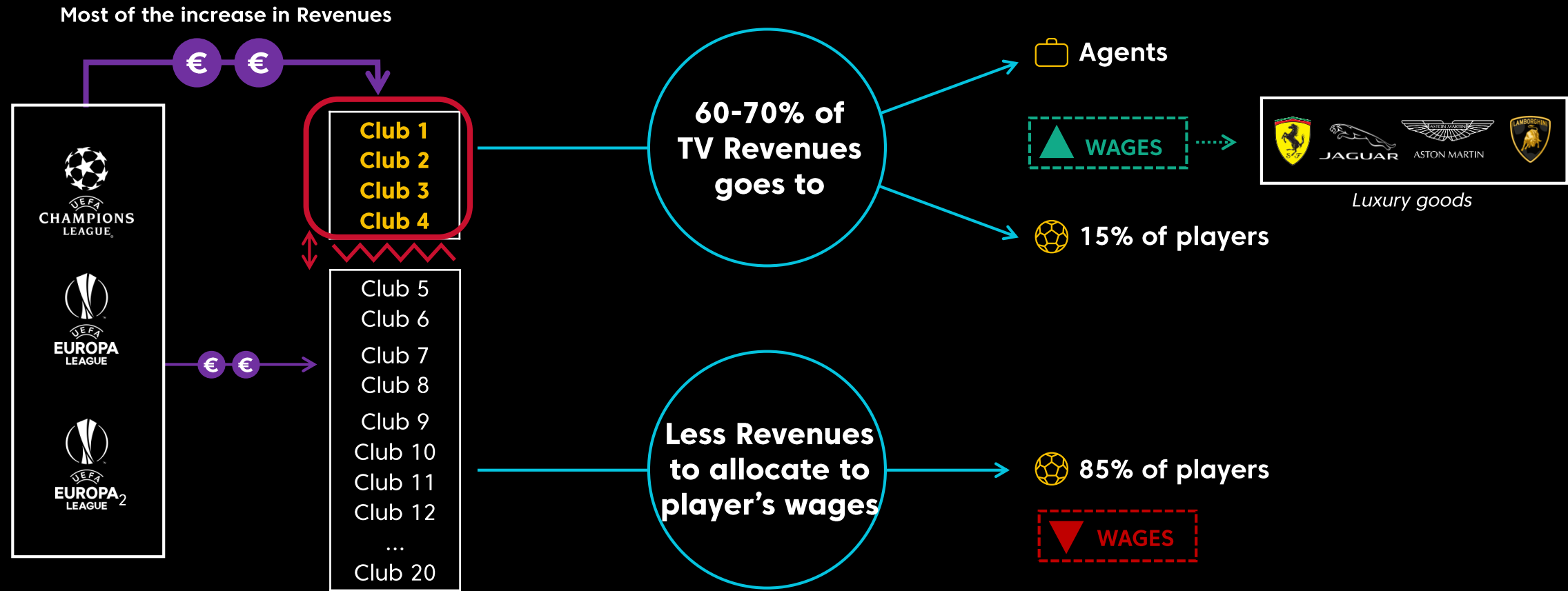
# Impact of UEFA Competitions



# The vicious cycle of the ECA driven UEFA strategy



# The impact on Players





# ECA's talking points for UCC 2024



# ECA's letter to their members

ECA is openly talking about **PROMOTION AND RELEGATION** within European Competitions



European Club Association  
Route de St-Cergue 9  
1260 Nyon, Switzerland

[www.ecaeurope.com](http://www.ecaeurope.com)

Nyon, Wednesday 24<sup>th</sup> April 2019

**Re: Update on Future Club Competition Matters and Invitation to Special ECA General Assembly, 6/7 June 2019**

Dear ECA Member, *Dear all,*

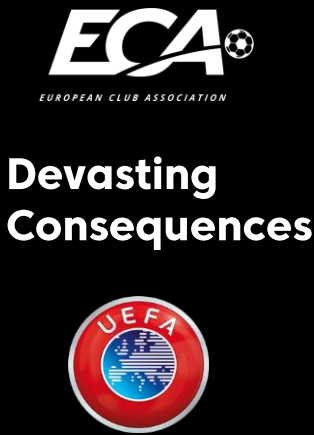
Along with the Board, I feel that it's important to engage with you directly at this early stage, in an open and constructive manner, to share ideas that are being discussed and the overall vision that is being considered and elaborated, and to receive your feedback. We would, for example, like to hear your views on some principles we feel are fundamental to the future of European Football and around which we will seek to work with UEFA to evolve the Club Competitions.

These are:

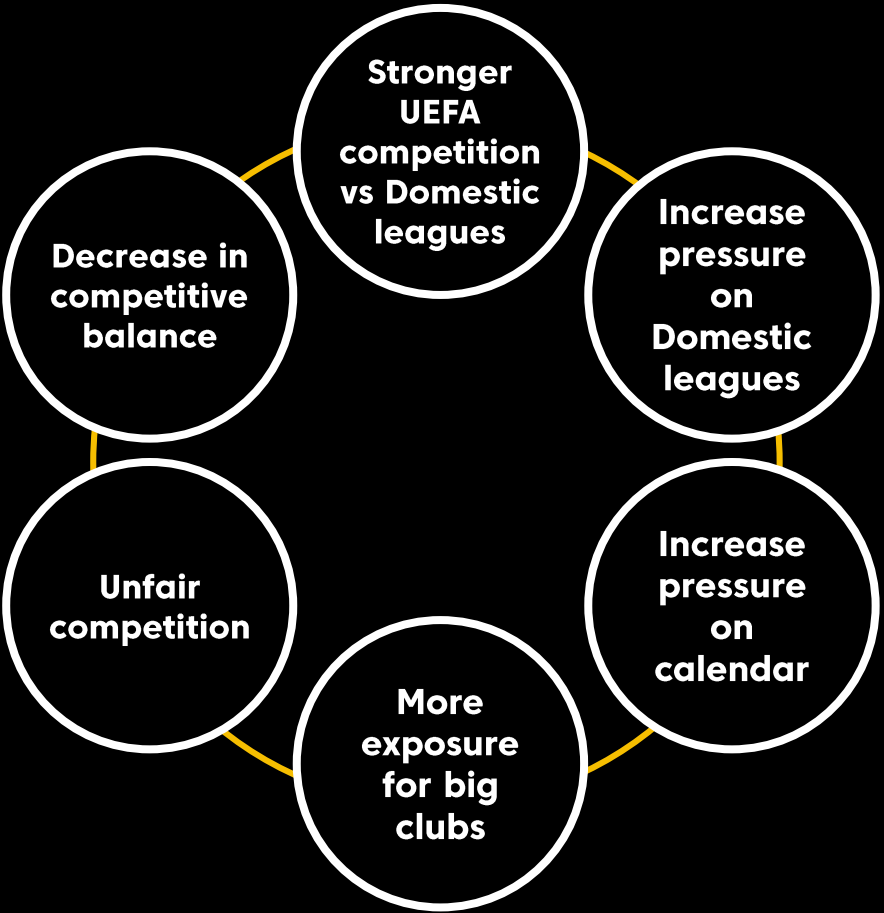
- More European football is good for the game (for fans, for society, for cultural, sporting and financial development)
- A pyramidal Pan European League System with continuity and opportunity to grow from within
- Enhancement of mobility and dynamism across the system through carefully applied promotion and relegation

# European Club Competition system post-2024

## What are ECA and UEFA talking about?



## Impact on European Football



# UCC post 2024: Consequences on Clubs and Leagues



# KPMG preliminary study: from 20 to 18 clubs (LaLiga)

According to **KPMG PRELIMINARY STUDY**, if UEFA Club Competition system does take place, **LALIGA CLUBS** will have a **VALUE IMPAIRMENT OF 45,5%\***

|                        |                                      | EFFECTS ON CLUBS   | FINANCIAL IMPACT | % OF TOTAL REVENUE |
|------------------------|--------------------------------------|--|------------------|--------------------|
| DECREASE<br>IN REVENUE | ↓ TV RIGHTS                          | <ul style="list-style-type: none"><li>• <b>Less matchdays:</b> from 38 to 34 matchdays</li><li>• <b>Less games:</b> from 380 to 306 games</li><li>• <b>6 weekend game less</b></li></ul>   | -518 M€          | -31,0%             |
|                        | ↓ COMMERCIAL                         | <ul style="list-style-type: none"><li>• <b>Less visibility</b> for sponsors</li></ul>  | -290 M€          | -27,0%             |
|                        | ↓ MATCH DAY                          | <ul style="list-style-type: none"><li>• <b>Less games</b>, so less ticketing and stadium revenue</li></ul>   | -72 M€           | -9,0%              |
|                        | TOTAL LALIGA CLUB REVENUES DECREASE: |  | -880 M€          | -                  |
| INCREASE<br>IN RISKS   | RISK OF RELEGATION                   | <ul style="list-style-type: none"><li>• <b>20% HIGHER RELEGATION RISKS</b> as fewer teams competing to avoid relegation</li></ul>  |                  |                    |
|                        | LIMITATION OF ACCESS TO EUROPE       | <ul style="list-style-type: none"><li>• <b>LOWER CHANCES TO ACCESS EUROPEAN COMPETITIONS</b>, as clubs depend less on their performance in their domestic league</li><li>• The main impact affects clubs with European aspirations (other than top clubs). These clubs will have their chances to access Europe drop from <b>26,0% to 9,9%</b></li></ul> |                  |                    |

# Some final thoughts



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## Last but not least...

Is the European Football Industry the same as it was 10 years ago?

Can decisions be taken in the same way as 10 years ago?

Do we just have to consult the Leagues or do we have to agree?

Is ECA the only valid interlocutor?

Do UEFA's decisions regarding their competitions affect Domestic Leagues? In Sporting matters? In Economic matters?

What about the reforms made by UEFA to its competitions since 2016? Have they benefited the whole of European Football? All of its leagues? Who have they really benefited?

Does ECA represent European Competitions or just a few clubs? Does ECA represent all ECA clubs or just those of the Executive Board?

Where do these continuous reforms in European Football lead us?

Should the Leagues stand still?

**We must STOP ANY KIND OF REFORM, sit down with ALL STAKEHOLDERS and REACH AGREEMENTS, WITHOUT CONCEALING**

# Thank you

LaLiga.es







## 4) Fans' perspective on the current discussions in professional football



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**Antonia Hagemann**  
CEO of Supporters  
Direct Europe



**Ronan Evain**  
CEO of Football  
Supporters Europe



5) Panel discussion with club representatives

Open Discussion/feedback and proposals from clubs



## Panel discussion with club representatives



**Bernard Caïazzo**  
President  
AS Saint-Étienne



**Paul Barber**  
CEO of Brighton  
& Hove Albion



**Ben Mansford**  
CEO  
Maccabi Tel-Aviv



**Claudio Lotito**  
President  
S.S. Lazio



# Open Discussion/feedback and proposals from clubs



## 6) Final Conclusions and Next Steps



## Final Conclusions

**The success of today's event is all down to you – thank you.**

### **Outcomes from today's event:**

- *We must participate in the decision making process*
- *We are not against change as such but have significant concerns*
- *We firmly believe that sporting merit in the domestic leagues and cups must remain the qualification route*
- *We must include the social responsibility dimension*

**We must reach agreements between the key stakeholders for decisions related to the future of European Club Competitions which affect us all.**



## Next Steps

### **Immediate Future**

- Decisions for Cycle 2021-24: Financial Distributions etc.
- Future concept for 2024 onwards

### **Upcoming Calendar**

- Tomorrow European Leagues BoD & UEFA ExCo Meeting
- Upcoming key UEFA Meetings in 2019

**The time for all of us to act, and protect our future, is now.**





## 7) Next CAP Meeting

- **Planned for beginning of October 2019**



Thank you!

Have a safe trip home