



WE CARE ABOUT FOOTBALL

CRSA Conference – Evidence Based Decision Making in European Football

Topics to cover



WHAT is the Intelligence Centre?

“To be a recognised center of excellence for strategic off-pitch football research, delivering balanced insights directly to UEFA policy makers, decision takers and key stakeholders”

Strategic Think Tank
& Innovation



Ad-hoc Strategic
Studies



Centre of Excellence

UEFA Facing

Providing base expertise for internal research/analysis projects and servicing requests.

Stakeholder Facing

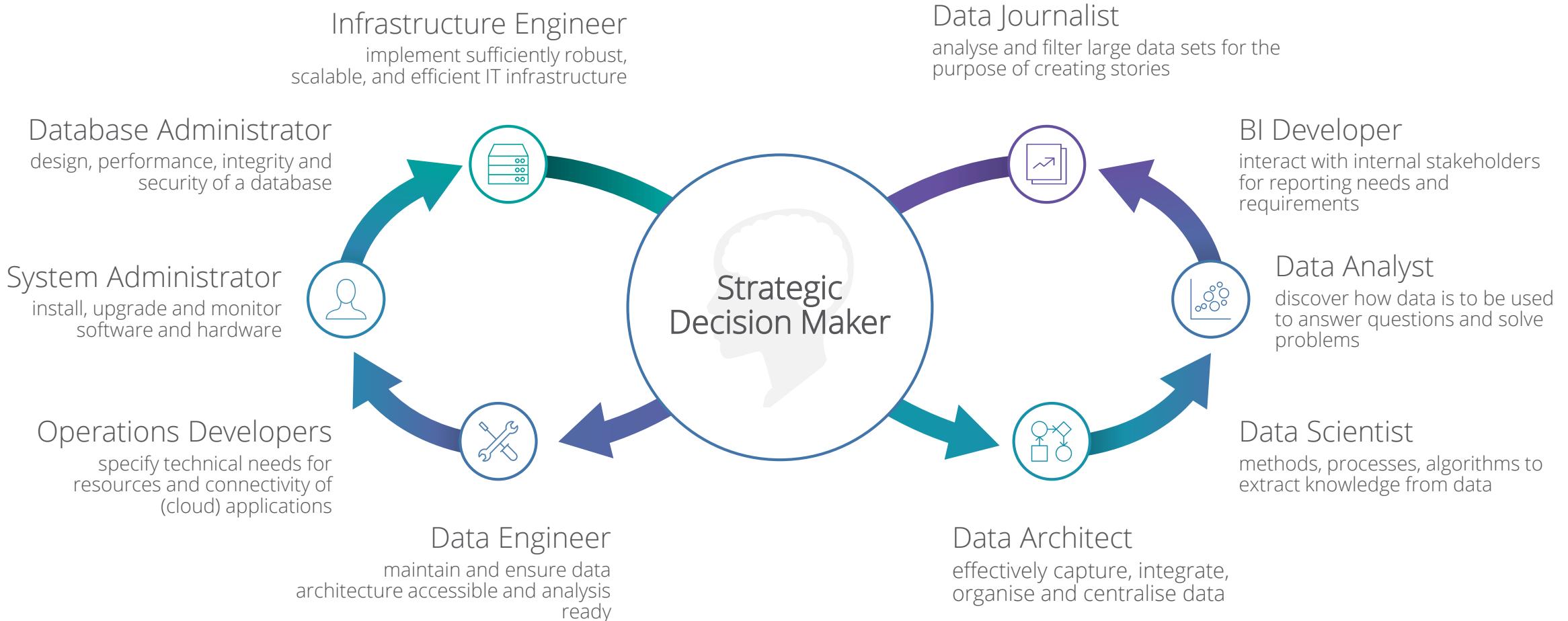
Provide insights and encourage exchange of research with NA's, EPFL, ECA, FIFPRO, Confeds.

Public Facing

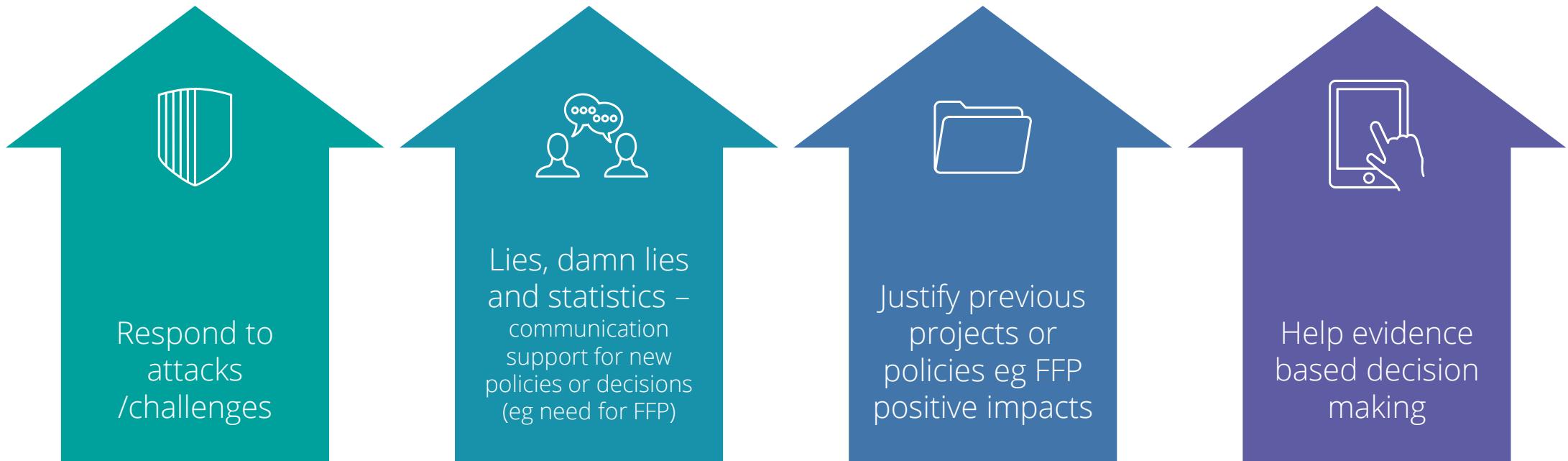
Publishing reports alongside more frequent infographics.



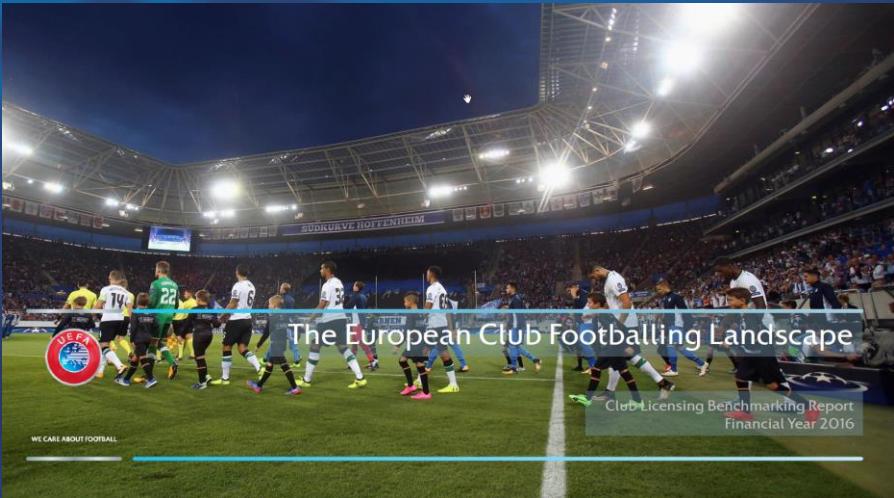
Typology of roles along the path to evidence based insights



WHY the Intelligence Centre?



HOW was Intelligence centre project created?



Editorially neutral 120 page report – relied upon by leagues/stakeholder decision makers as a complete and balanced review of European club football – 700 clubs;

Lengthy report not designed to be read in full:

- Informal objective to underline UEFA's knowledge and credibility as the guardians of game in Europe;
- Stimulate thoughts/discussions at national level;
- Place 'fake news' and sensationalised media/consultant content in context;

Revenue footprints

Benchmarks

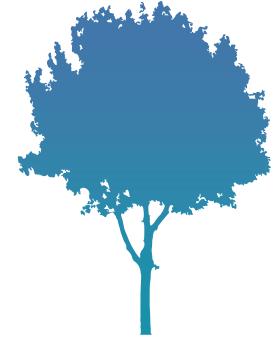
By any financial benchmark, club football and individual football clubs are relatively small compared to many brands / companies / groups.

Fiat Chrysler
€110,770 million

Ferrari
€3,440 million

Juventus
€412 million

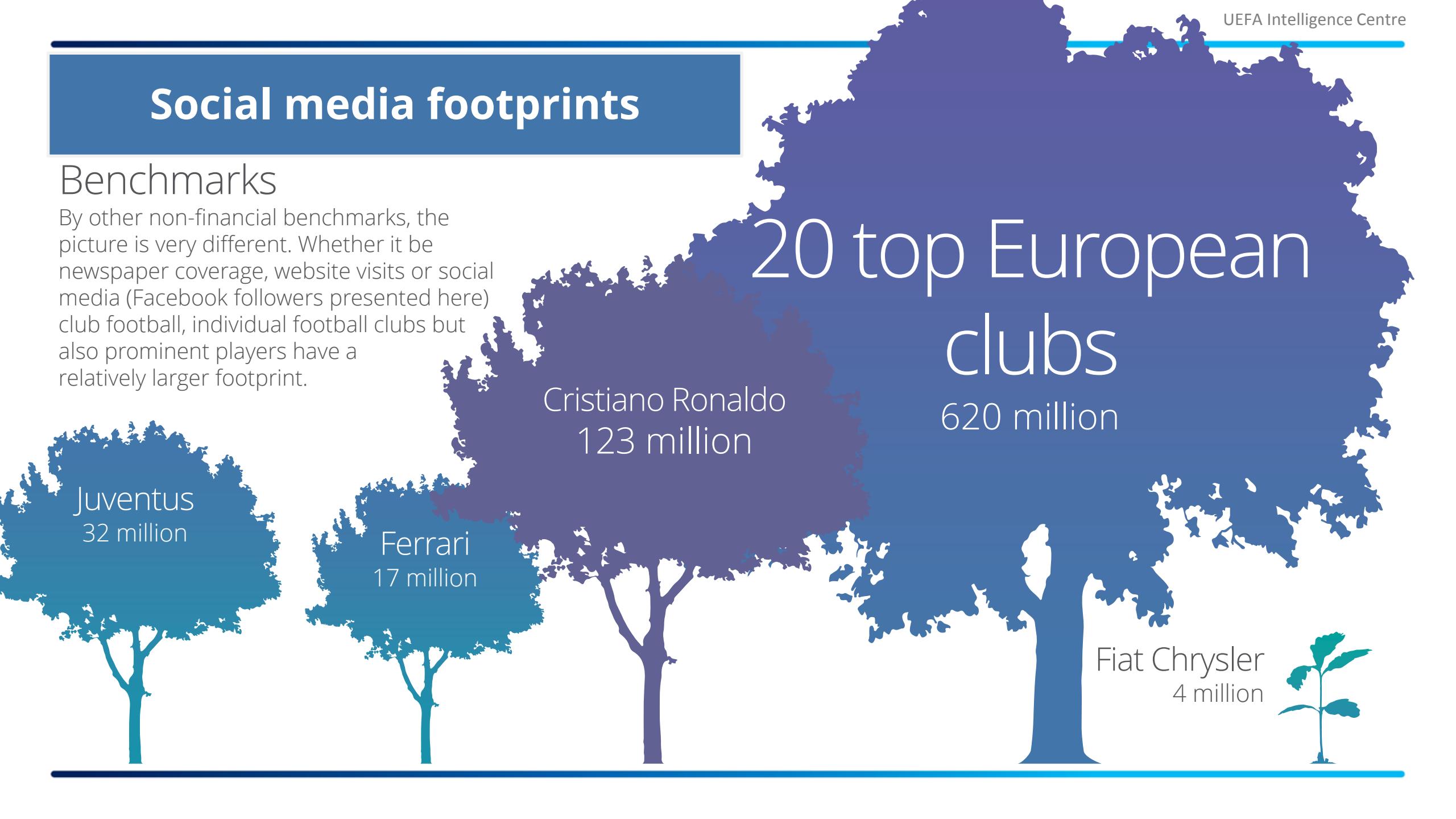
Top 20
European clubs
€7,978 million



Social media footprints

Benchmarks

By other non-financial benchmarks, the picture is very different. Whether it be newspaper coverage, website visits or social media (Facebook followers presented here) club football, individual football clubs but also prominent players have a relatively larger footprint.



20 top European clubs

Juventus
32 million

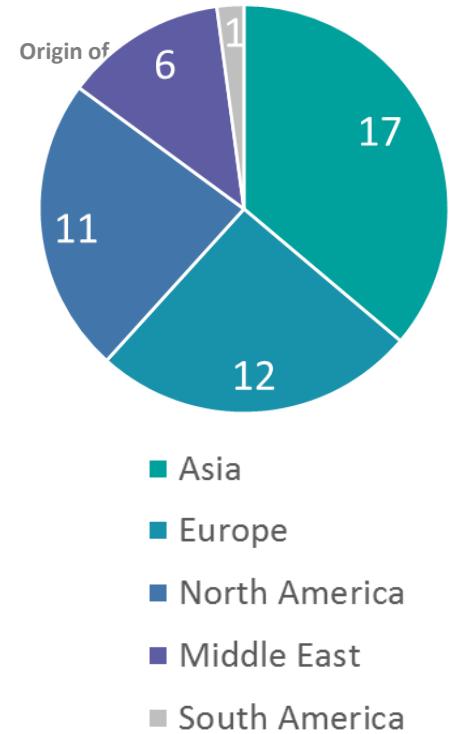
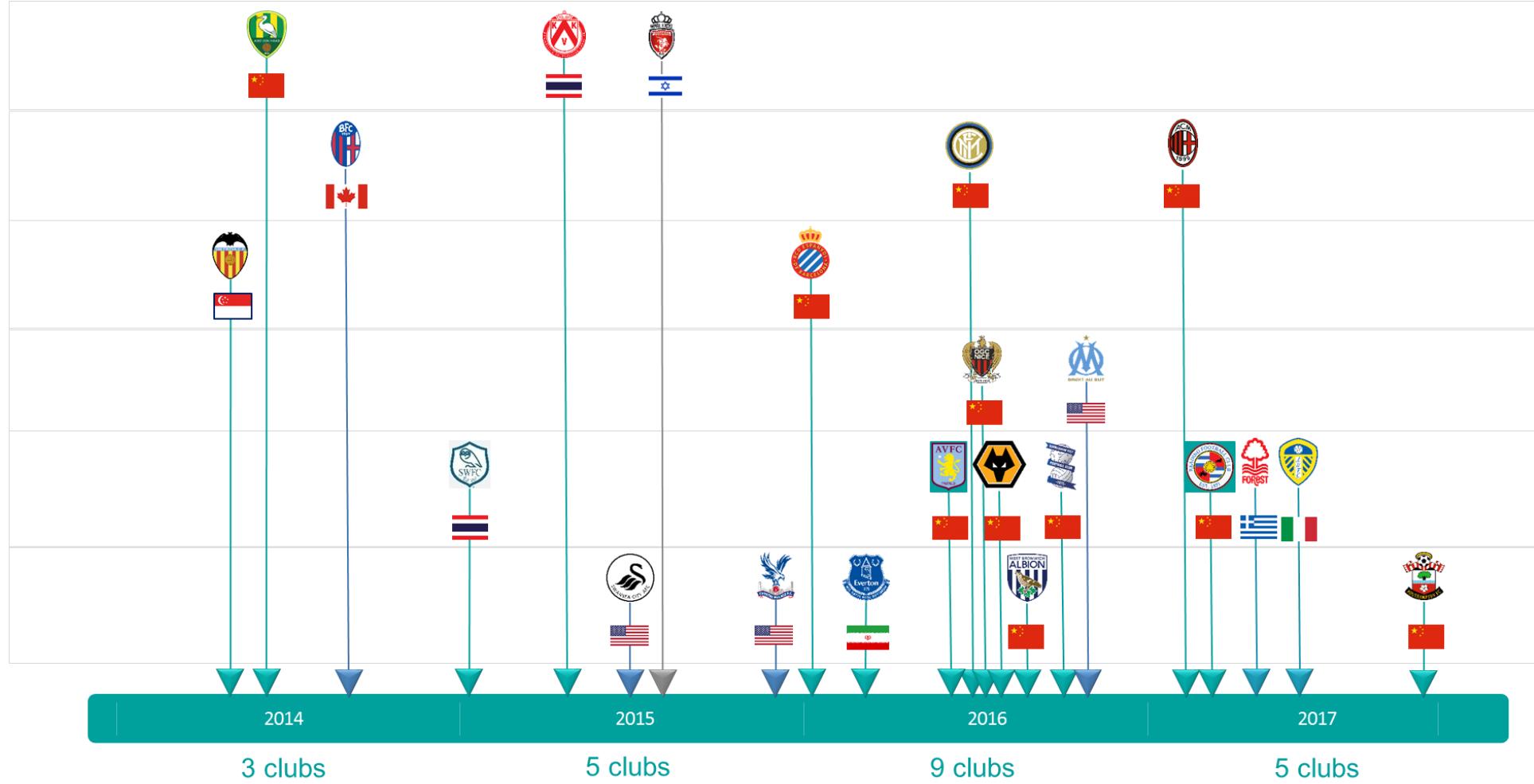
Ferrari
17 million

Cristiano Ronaldo
123 million

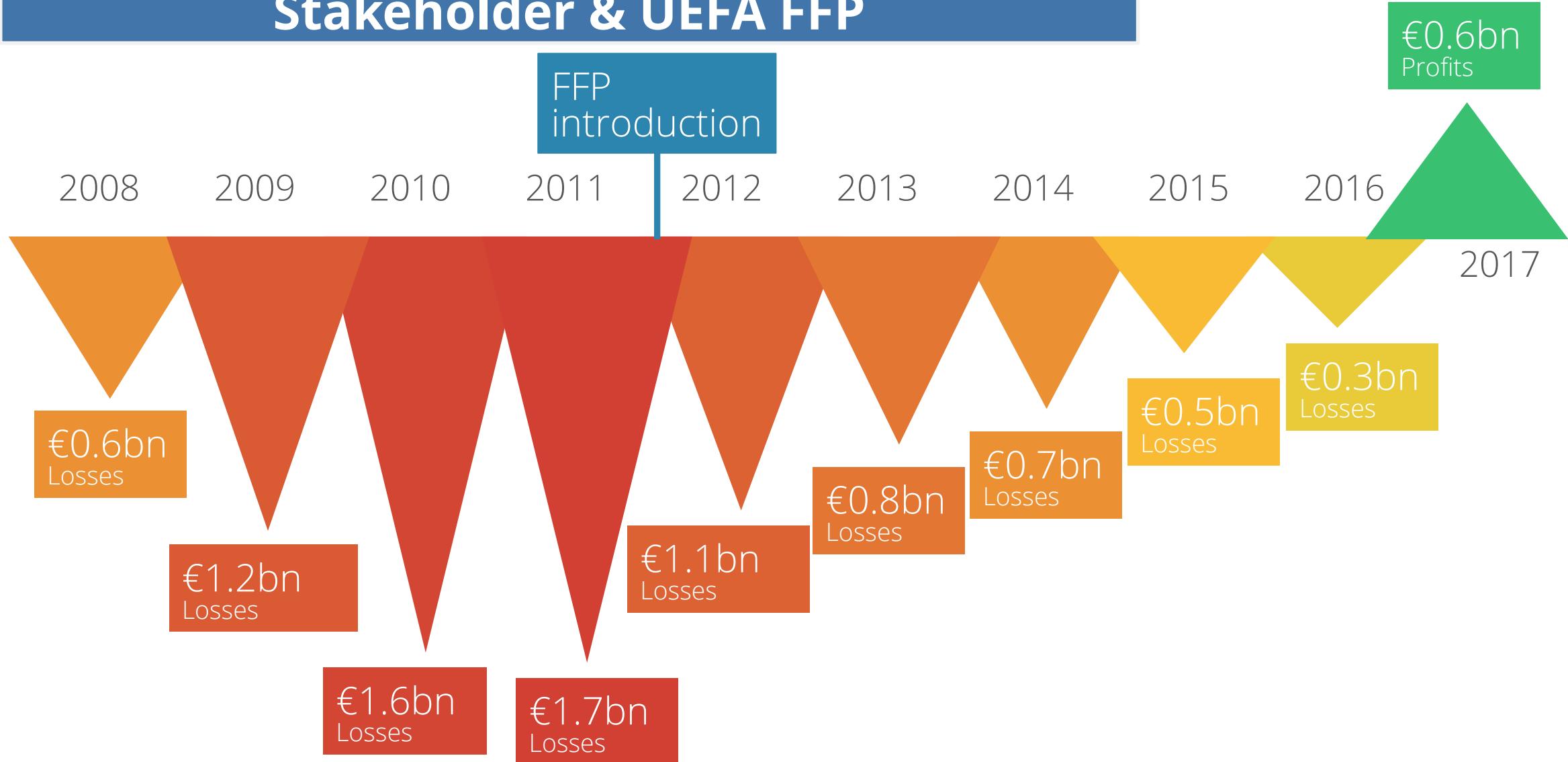
Fiat Chrysler
4 million

Example report analyses

- Differing club investor aims; League clubs compete but also rely on each other; Checks on buyer intentions and financial means difficult when buyer unknown and based overseas



Turning round a loss making industry – Stakeholder & UEFA FFP



Selection of 150+ mainstream media articles

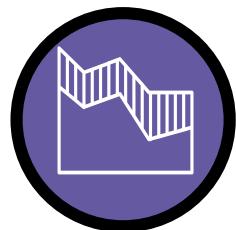
A collage of news articles from various international media outlets discussing the financial gap between European football clubs. The sources include FINANCIAL TIMES, UEFA, BBC Sport, Chicago Tribune, Daily Mail, ESPN, Eurosport, Fox sports, Rai Sport, and Sports Illustrated. The articles cover topics such as the 2016-17 UEFA study showing PSG and Man City as record breakers, the growing wealth gap between clubs like West Ham United and Manchester United, and the impact of Chinese investment in European football clubs.



WE CARE ABOUT FOOTBALL

Decision Support Database Landscape

UEFA Intelligence Centre Decision Support Landscape



Club
Finances
Database



Club
Ownership
Database



N.A. Finance
Database



Commercial&
Sponsorship
Database



Stadium
Projects
Database



Supporters
Database



Domestic
Results
Database



League
Structures
Database



Transfer&
Loans
Database



Head Coach
Database



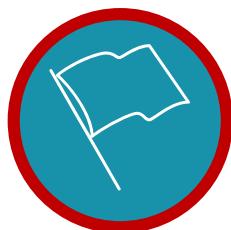
Player
Careers
Database



Agents
Database



Football
Demographic
Database



Integrity
Database



UEFA Club
Competitions
Database



National
Competitions
Database

HOW do we communicate? Tailored to specific case

Tailored to specific case



To Summarise

01 Strategic not operational research

02 To support internal UEFA and external football policy & decision making

03 Communication needs to be tailored

04 Lots of unrealised potential – Exciting project



Thank you for listening



WE CARE ABOUT FOOTBALL

Sample Visualisations - Tableau

Cross ownerships analysis

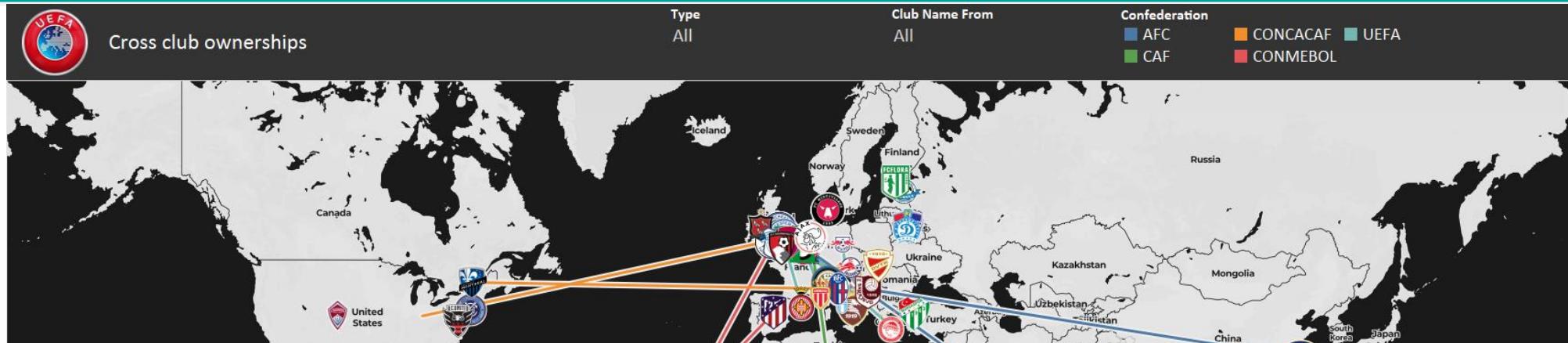
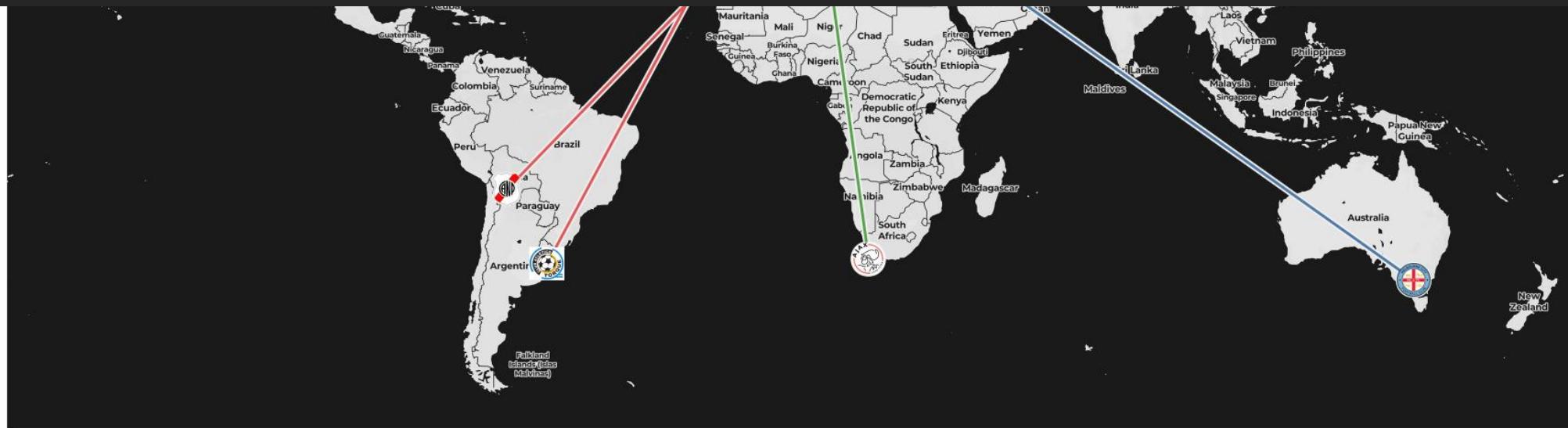


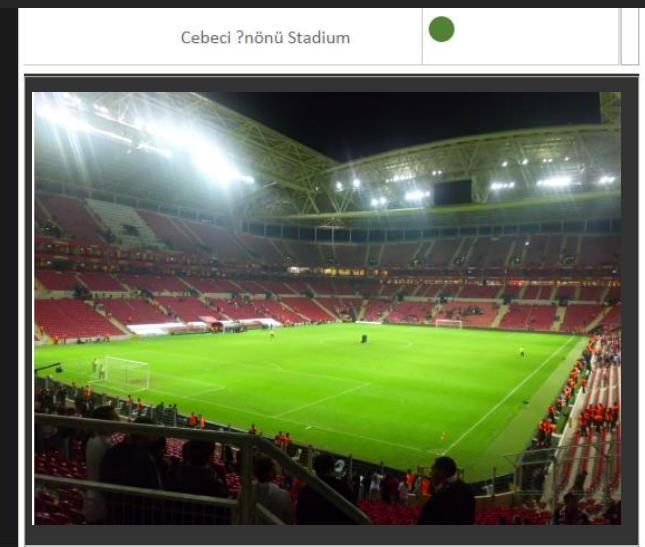
ILLUSTRATION PURPOSES ONLY



Association football stadiums around the world



ILLUSTRATION PURPOSES ONLY



Club youth players graduating by Nationality

This series of charts illustrates several ways to analyse and compare youth football systems of clubs/countries. The data has not been subject to a full check and has only been extracted for two clubs (Man City & Man Utd) as a 'mock-up' to illustrate potential.

Number of youth players by year of birth:

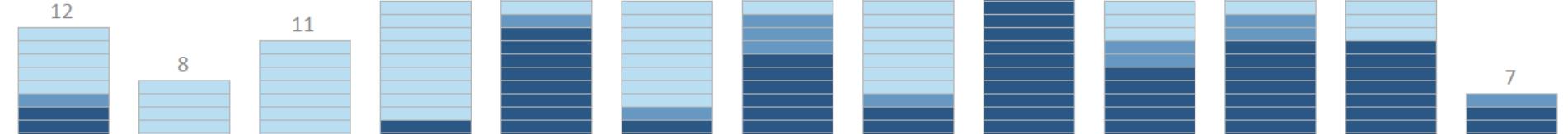


ILLUSTRATION PURPOSES ONLY

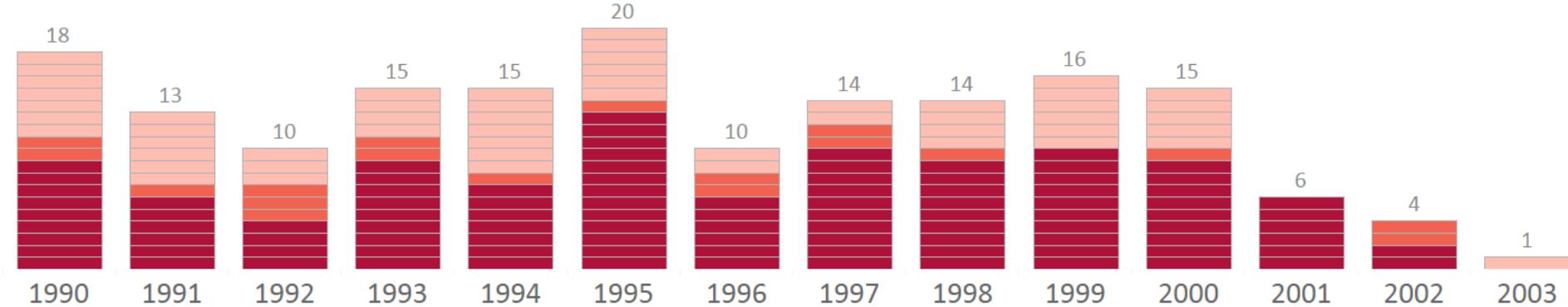
Number of players who have played professional league football by year (note 'year' means year of birth and not academy year)



How to interact with this chart?

Hover over chart to get details of player:
➤ Year of birth..

Nationality type City	Nationality type United
Non-English	Non-English
Dual English	Dual English
English	English



Number of apprentice players graduating to senior football

This series of charts illustrates several ways to analyse and compare youth football systems of clubs/countries. The data has not been subject to a full check and has only been extracted for two clubs (Man City & Man Utd) as a 'mock-up' to illustrate potential.

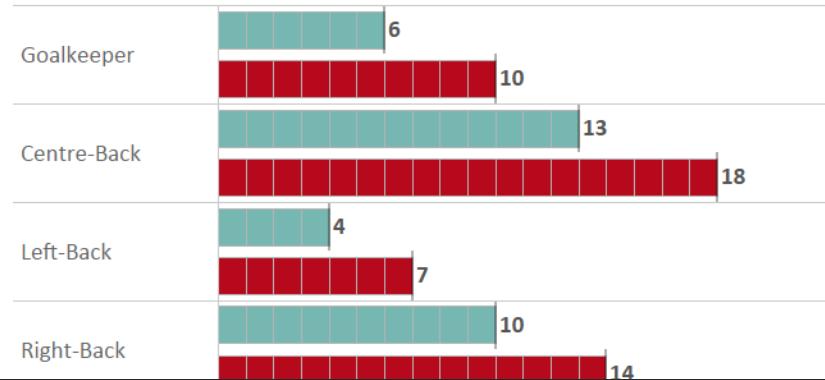
Number of apprentice players graduating to senior football:

played U15 football rather than all youth player.

On the left hand side the chart indicates graduate apprentice players by position. On the right hand side the chart presents graduate apprentice players by country where they have gone on to play senior football (excluding England).

Club
 Manchester City
 Manchester United

Apprentice (U15) player graduates by position



Apprentice (U15) player graduates playing outside UK

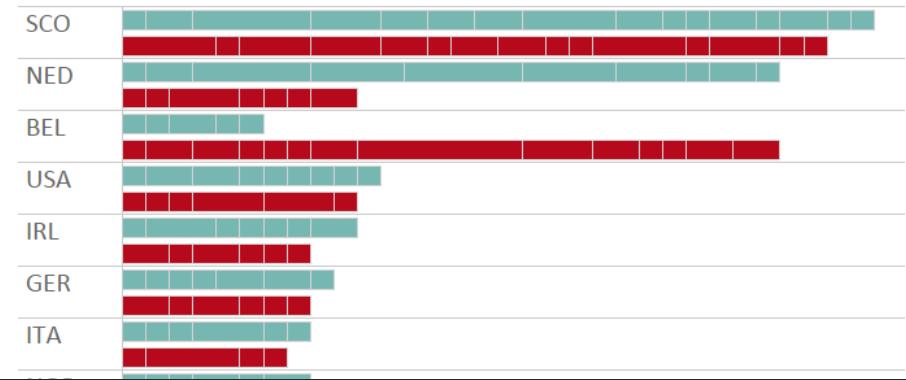
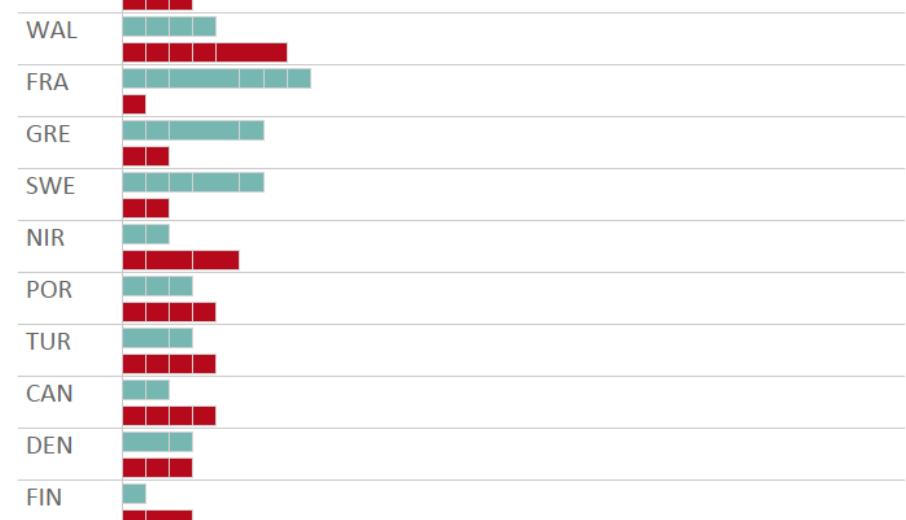
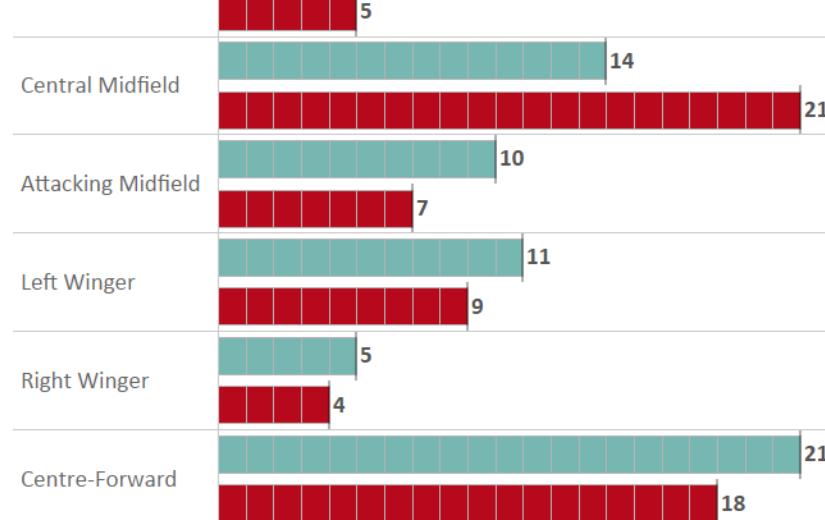


ILLUSTRATION PURPOSES ONLY



Nationality of Apprentice players which have graduated to senior football



Nationality of Apprentice players which have graduated to senior football



ILLUSTRATION PURPOSES ONLY



Champions points per game



Intell Centre Insights

This chart shows the points per game earned by position across Europe.

Since the turn of the century, there has been a sharp rise in the average points per game earned by champions across the Big 5 and this trend is consistent for positions 1-4.

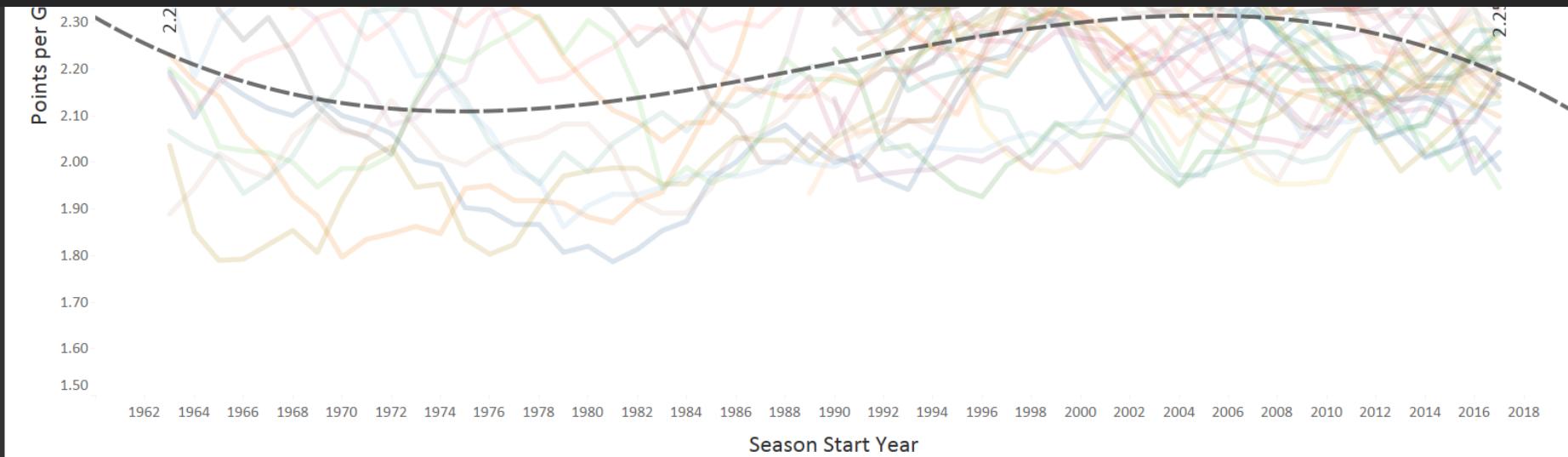
By contrast, there are no significant changes in the points per game earned

Country	Competition	Season Start Year	End Season Position
All	Rest	1962 to 2017 and Null values	1

Champions points per game Rest



ILLUSTRATION PURPOSES ONLY



Repeat winner streaks



Repeat Winner Streaks

This chart shows the number of repeat winners in each country's top division. A repeat winner means the same team wins the respective championship in consecutive seasons.

Why measure repeat winners?

Where one team wins repeatedly.

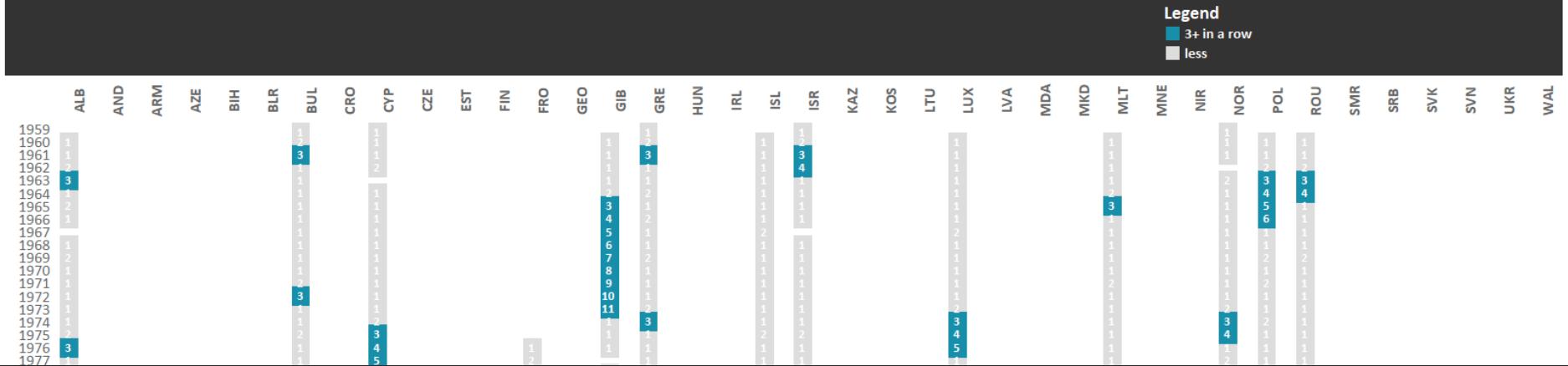
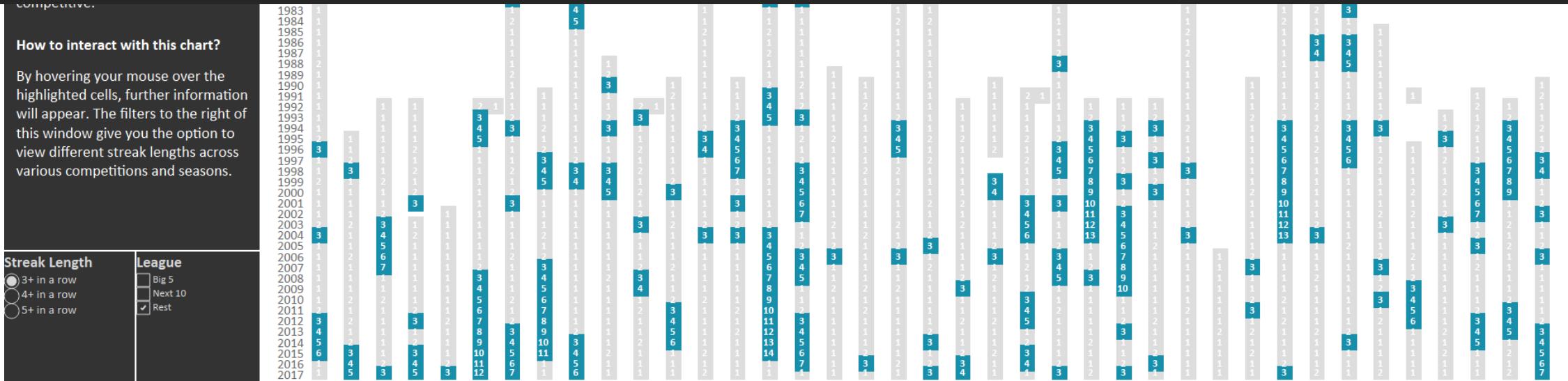


ILLUSTRATION PURPOSES ONLY

competitive.

How to interact with this chart?

By hovering your mouse over the highlighted cells, further information will appear. The filters to the right of this window give you the option to view different streak lengths across various competitions and seasons.



Percentage of domestic uneven matches (3+ goal difference)



Repeat Winner Streaks

This chart shows the percentage of matches in a competition that ended **uneven**. An **uneven** match is one that ends with a team winning by a goal difference of 3 or more (e.g. 3-0, 4-1, 2-5, etc.)

Why measure uneven matches?

Uneven matches are a measure of how competitive a particular match is. It

Competition
NED - Eredivisie

Percentage of uneven matches (3+ goal difference) in NED - Eredivisie

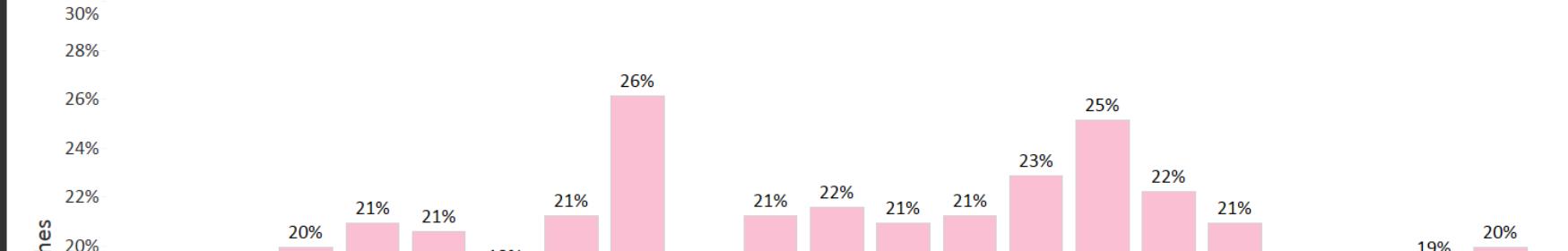
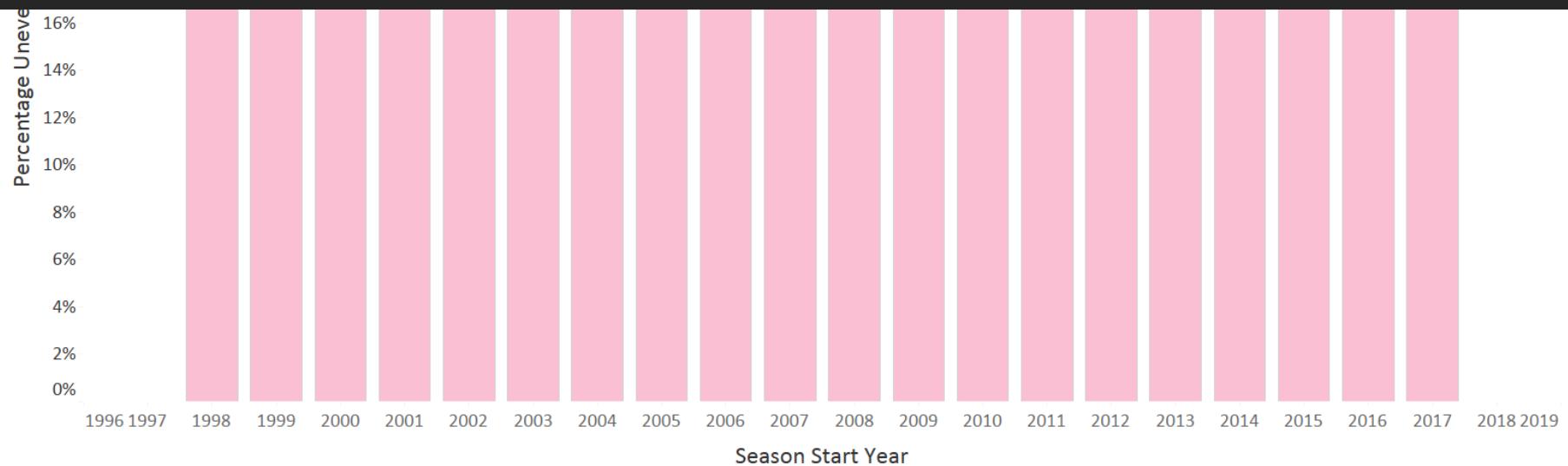


ILLUSTRATION PURPOSES ONLY

they are closely contested.

How are changes in uneven matches interpreted?

An increase in the percentage of uneven matches gives some indication that matches in a competition are becoming less competitive. Alternatively, a decrease in the percentage of uneven matches indicate improvement in competitiveness. However, one should interpret the chart with consideration that this measure does not take into account the many other factors that should be considered when assessing the competitiveness of a match (e.g. minutes goals were scored, importance of the match, etc.).



The rise and fall of the UEFA coefficient's



Season Range
1994 to 2018
and Null values

Development of UEFA coefficients



Change in coefficient for season range

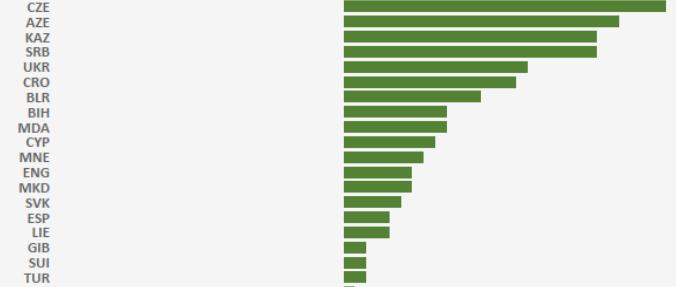
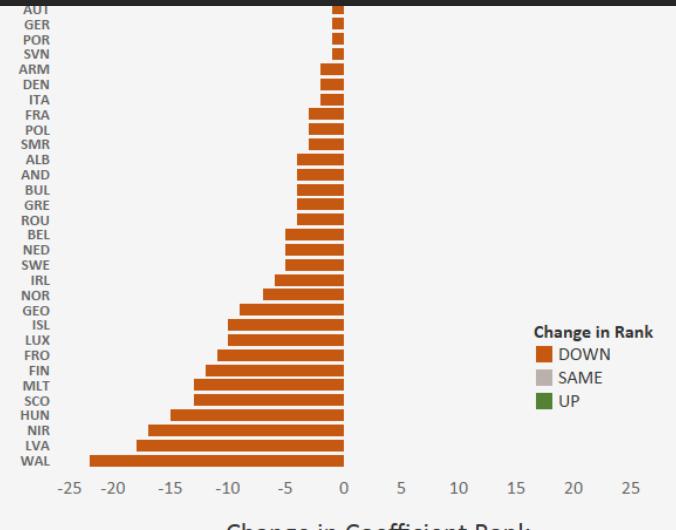
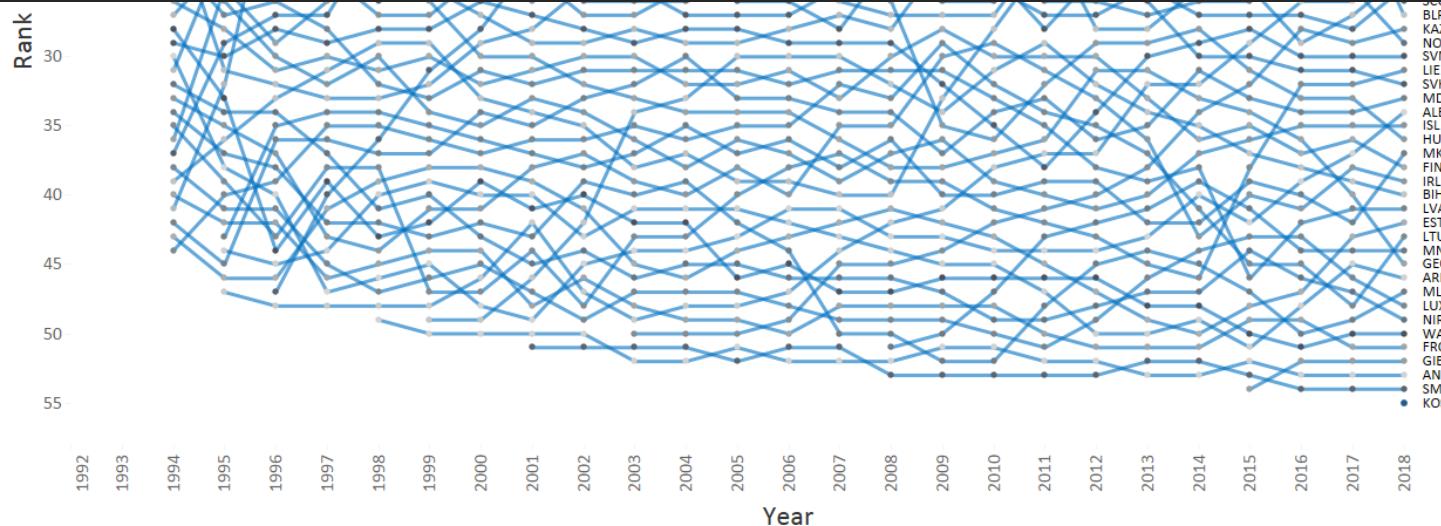


ILLUSTRATION PURPOSES ONLY



Transfer activity per country (E.g. Italian Serie A)



Intelligence Centre Notes

This dashboard provides a league by league overview of Summer 2018 transfer activity.

Estimated Summer 2018 activity
 Many transfer fees are not publicly communicated and only the clubs and registering National Associations have the declared transfer fee. In addition transfer 'fees' are not an exact science: For example the inclusion or not of additional

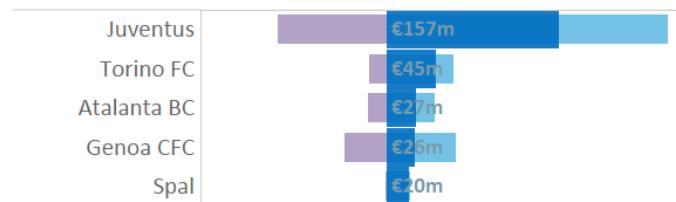
Type of transfer
All

Transfer direction
 Earning
 Spending

Transfer value
€957m

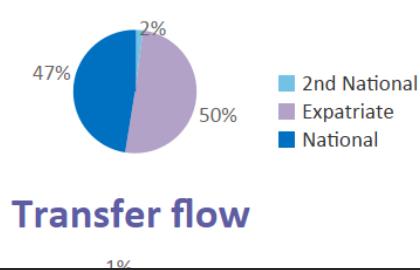
Estimated summer 2018 club activity

Italy Serie A



1 Alisson	€63m	€60m
2 Jorginho	€57m	€50m
3 Felipe Anderson	€38m	€30m
4 Radja Nainggolan	€38m	€45m
5 Leonardo Bonucci	€35m	€35m
6 Mattia Caldara	€35m	€25m

Player profile



Transfer flow

ILLUSTRATION PURPOSES ONLY

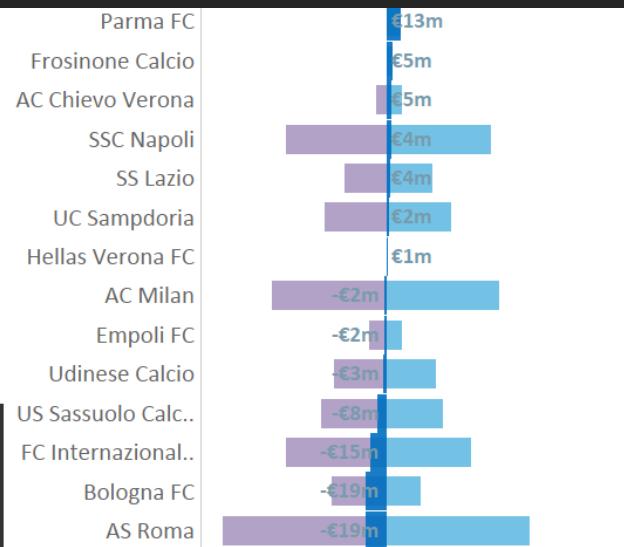
Based on transfer market values, adjusted for timings, and also adjusted later by UEFA Intelligence Centre on basis of transfer data submitted to UEFA. It includes an estimated value for every transfer, both cross border (tracked by FIFA) and within country (not tracked by FIFA) and is the best composite transfer database in the market.

How to interact with the dashboard

The league required needs to be selected using the country and league filters underneath. Once a country is selected then the league (usually the top league) should be selected. To change country, t..

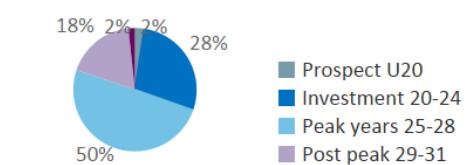
Country
Italy

League Transfer
Italy
Primavera 1
Primavera 2a
Primavera 2b
Serie A
Serie B

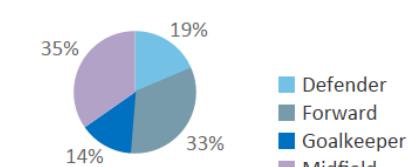


8 Locatelli	€30m	€30m
9 Geoffrey Kondog..	€25m	€30m
10 Kevin Strootman	€25m	€28m
11 Simone Verdi	€25m	€25m
12 Alex Meret	€12m	0m
13 Gianluca Lapadula	€214m	0m
14 Rolando Mandra..	€10m	0m
15 Gonzalo Higuaín	€18m	0m
16 Grégoire Defrel	€1120m	0m
17 Jakub Jankto	€115m	0m
18 Nikola Kalinic	€114m	0m
19 Diego Laxalt	€148m	0m
20 Jeison Murillo	€115m	0m

Age profile



Position



'Big5' Europe
'Non Big5' Europe

Prospect U20
Investment 20-24
Peak years 25-28
Post peak 29-31

Defender
Forward
Goalkeeper
Midfield

Evolution of transfer values



Intelligence Centre Notes

This dashboard shows the evolution of European summer transfer spending by value. The yearly totals are split up into five thresholds e.g. 'Superstar top10', which shows the top 10 transfers by transfer value.

The legend below shows how each threshold is split.

Evolution of transfer values by thresholds:



ILLUSTRATION PURPOSES ONLY

